

# LONDON BOROUGH OF EALING



## The West London Economic Prosperity Board

**Venue:** Board Room, London First, Middlesex House, 347–242 Cleveland Street, W1T 4JE.

**Date and Time:** Wednesday, 19 June 2019 at 10:00

### Membership

Councillor Thomas (Barnet), Councillor Tatler (Brent), Councillor Bell - Chair (Ealing) Councillor Henson (Harrow), Councillor Curran (Hounslow and Councillor Cowan (Hammersmith & Fulham)

## AGENDA

**Open to the Public and Press**

1      **Apologies for Absence**

2      **Declarations of Interest**

3      **Urgent Matters**

<b>4</b>	<b>Matters to be Considered in Private</b>	-
<b>5</b>	<b>Minutes of the Meeting Held on 27 February 2019</b>	<b>3 - 10</b>
<b>6</b>	<b>External Speaker - Centre for London</b>	<b>11 - 14</b>
<b>7</b>	<b>West London Vision Growth, Where next</b>	<b>15 - 24</b>
<b>8</b>	<b>Business Rates Devolution - Strategic Investment Pool</b>	<b>25 - 38</b>
<b>9</b>	<b>West London Orbital - next steps</b>	<b>39 - 46</b>
<b>10</b>	<b>Inward Investment update</b>	<b>47 - 60</b>
<b>11</b>	<b>EPB Work Programme June 2019</b>	<b>61 - 66</b>
<b>12</b>	<b>Date of Next Meeting</b> The date of the meeting will be confirmed.	-

## West London Economic Prosperity Board

**Wednesday 27 February 2019 at 10am**

### Minutes

#### PRESENT:

5

Councillors: Bell (Chair, London Borough of Ealing), Tatler (London Borough of Brent) Henson (London Borough of Harrow) and Rajawat (London Borough of Hounslow).

**ALSO PRESENT:** Niall Bolger (Chief executive, London Borough of Hounslow), Andrew Dakers (CEO West London Business), Amar Dave (Strategic Director Regeneration and Environment – Brent), Paul Najsarek (Chief Executive – Ealing), Keith Fraser and Paula Portas (Democratic Services – Ealing), Cath Shaw (Deputy Chief Executive, London Borough of Barnet), Andrew Barry-Purssell, David Frances, Tim McCormick, Rachel Ormerod and Luke Ward (West London Alliance).

Presentations by: Paul Drechsler CBE, Chair of London First.

#### 1. Apologies for Absence

Apologies for absence were received from Councillor Cornelius (Barnet), Councillor Thomas (Barnet), Councillor Butt (Brent) Councillor Cowan (Hammersmith and Fulham), and Councillor Curran (Hounslow).

Dr Peter Bonfield, Vice Chancellor of Westminster University, welcomed WLEPB members.

#### 2. Urgent Matters

There were none.

#### 3. Matters to be considered in private

There were none.

#### 4. Declarations of Interest

There were none.

#### 5. Minutes

Andrew Dakers noted that he had been present at the meeting.

#### Resolved:

That, with the amendment mentioned above, the notes of the meeting of the West London Economic Prosperity Board held on 20 November 2018 be agreed and signed as a true and correct record.

*The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.*

## 6. External Speaker- London First

The Chair welcomed Paul Drechsler CBE, Chair of London First, and invited him to talk about business priorities in the context of Brexit.

Paul Drechsler CBE said that he had chaired London First since July 2018, having previously chaired Teach First, the education charity, and been the CEO of the Bibby Line Group. He said that businesses were a force for good and a vital source of economic growth and prosperity. London was one of the most diverse, vibrant and successful capitals in the world. This success was now under threat. There was a need to consider what could be done to ensure that London remained a leading capital.

In his view, part of the answer rested with devolution –with strong public and private collaboration as the key for success. Competition came from other capital cities, but it should not be internal. The University of Westminster was an example of this success: its highly diverse staff and student bodies were a vital ingredient of its achievements. London ought to provide a very warm welcome to all those who made contributions to its success. The Mayor of London had been rightfully vocal in support of this message.

London First represented the interests of over 200 companies in London. Business priorities at the time of Brexit, through the lens of the capital, were simple. Businesses wished to have access to:

- Affordable housing and accessible homes for their employees.
- Infrastructure systems that allowed businesses to compete globally.
- Skills and talent.

Hence, key items in the agenda for London First were to foster the availability of affordable homes, transport systems and infrastructure - including digital infrastructure- which were essential for small business to thrive and to attract people with the right skills.

There were important synergies between London Firsts' interests and those of the WLEPB and its member authorities. In terms of housing, barriers could be overcome with strong commitment. There were no transport solutions satisfactory to all. Yet one of the most successful airports in the world was located in West London, there were important rail projects such as the West London Orbital (WLO) (which was rightly a focus for WLEPB members) and Crossrail was developing. The issue of skills was critical, and needed to be tackled at a macro level, but the city had Skills London, the biggest international skills event.

Brexit posed a risk to the country of at least a similar magnitude to the 2007 financial crisis. However, it was more difficult to forecast. The negative consequences of the Brexit process would be felt with more intensity outside of London. Most large businesses had contingency plans and would adapt to the new circumstances. However, just 41% of businesses felt they had been able to plan effectively for Brexit, and at most 20% of small

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business had done preparation, noting that continued uncertainty was the overwhelming reason why businesses felt unprepared (79%).

Close to 40% of the workforce in London's businesses originated from the EU. Hence, whatever personal views on Brexit, the key message to convey was that EU national employees were welcome in London. However, most of what EU citizens could see signposted in the UK from arrival in the country sent the opposite message. Putting a welcoming message across was London First's key agenda on Brexit. London First also supported the country's permanence in the Common Market. Falling back on World Trade Organisation (WTO) rules would impose vast practical and logistical difficulties for UK companies. Hence, London First supported a Brexit deal which retained the benefits of the customs union. A no-deal Brexit would be extremely negative in its impact on businesses. The customs union, access to the single market, regulatory alignment and access to people were the ingredients that London First considered necessary for a successful Brexit.

The Chair thanked Paul Drechsler CBE and noted the strong alignment between London First's priorities and those of the WLEPB, namely, providing affordable and accessible homes, digital infrastructure and transport infrastructure, and improving the skills of its residents. The Chair noted that, as a symbolic act of support and solidarity with the 55.000 EU residents in the borough, Ealing Council had been flying the EU flag from its town hall.

The Chair invited members to comment and ask questions.

Questions and comments:

Board members:

- Noted the lower rates of investment and asked what specific actions could be taken at the sub-regional or local authority level to support businesses in the present climate.  
Heard that until assurances could be given on access to people and markets there were few small measures that could be taken besides what authorities were already doing. An example of an appropriate symbolic action was the flying of the EU flag. Party leaderships could be lobbied to drive home the importance of the above-mentioned points, and to make clear that a no deal Brexit was unacceptable. Local authorities needed to think about how they were putting this message across. It was important not to underestimate how valuable it was to make it clear that local authorities appreciated the contributions made by their EU citizens. They should drive this point home in their communities. Many EU citizens would leave to make their life elsewhere and they would not return.
- Noted their agreement on the relevance of public-private collaboration.  
Heard that such collaboration was key as demonstrated by Teach First, which had been the most positive and significant intervention in public education launched in London in recent years.

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- Noted the problem of poor air quality across London and queried business attitudes to possible solutions.  
Heard that it was necessary to ask how fast change was going to be implemented. There would be business collaboration with the right public policy. A car meant half the office for a small business- so it was very important. It would be appropriate to examine whether businesses needed to have cars, whether there were appropriate alternative infrastructures (i.e. for electric vehicles), etc.
- Noted that Brexit was likely to have an impact on issues such as the delivery of affordable housing, since materials and skills were imported and could increase construction costs. Noted also the need to consider the provision of affordable working spaces and social infrastructure.
- Remarked on the importance of social and community cohesion. Cohesion was being undermined also by cuts to policing, health and other services budgets. Cohesion was fundamental to make London communities strong. Businesses were unlikely to stay in a place where people were not welcomed. Making the case that people were welcome would also help businesses find people with relevant and needed skills. The need to apply for settled status was sending the opposite message. Requesting settled status was a process that ought to be simple for all migrant communities, not just EU residents.

**Resolved:**

That the Board:

- i. Noted the presentation from the Chair of London First, Paul Drechsler CBE.
- ii. Identified, in discussion with Mr Drechsler, the following action arising, that the WLEPB considered should be incorporated onto its Forward Plan:
  - a. A joint communique be prepared about the member's shared principles with London First- particularly on the value of the borough's diversity, their openness and appreciation of the positive contribution made by EU residents and other groups in the face of Brexit. Officers to examine circumstances at individual borough level and present a joint letter before the next meeting.
- iii. Delegated to West London Growth Directors Board the delivery of the above-mentioned action.

## 7. Brexit Analysis

Amar Dave, Strategic Director Regeneration and Environment in the London Borough of Brent, introduced this item noting the report presented a description of the relevant issues in respect to Brexit.

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Board members:

- Noted that some of the WLEPB member authorities had many residents who were low paid. Questioned what the impact of Brexit on low paid workers would be and how that analysis fitted into the report.

**Resolved:**

That the Board:

- i. Incorporated the report into the way forward for the WLEPB.
- ii. Noted that a relevant action was identified in the previous agenda item.

## 8. West London Orbital

The Chair noted that a considerable amount had been accomplished on the WLO rail line project. Close joint working with TfL and the GLA ensured that the project was included in the Mayor's Transport Strategy and the draft London Plan – and now also in the TfL 5-Year Business Plan that was published in December 2018. Close working was ongoing on the development of a strategic outline business case.

Luke Ward said that the project was in a relatively final stage. TfL's 2018 Business Plan (covering the period 2019/20-2023/24) expressed support for the WLO project. Further communication from TfL with a decision whether to proceed to the next stage in the process was expected in the coming months. The project was now reflected in boroughs' local plans.

However, there were no funds directly available from TfL for either the construction or the operation of the project, consistent with the financial constraints faced by TfL at the current time. This meant that it would be important to identify alternative sources of funding in the Business Case.

Additionally, it would be important to emphasize the strong cost-benefit analysis of the WLO project as compared to other major infrastructure projects, as TfL might not be able to carry forward all projects and some might be dropped.

Luke Ward thanked Andrew Dakers for his efforts, which had helped expedite work on the WLO project.

Board members:

- Noted that the direct benefits of the WLO project would be unevenly distributed among the WLEPB member authorities.  
Heard that the WLO was a sensible project successfully identified and brought forward, which resulted in learning and positioning the WLEPB to bring in future discussions about other projects benefiting other boroughs more.

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## **Resolved**

That the Board:

- i. Noted progress in the development of the strategic outline business case for the WLO made by WLA boroughs and Transport for London working together.
- ii. Noted arrangements for the joint work between the WLA/West London boroughs and Transport for London/Greater London Authority in the next phase of work to take the project forward.
- iii. Agreed to send a common statement, seeking support from London First and the London Chamber of Commerce, to the Mayor's office in support of the project.

## **9. One Public Estate Programme**

Rachel Ormerod, Head of West London Housing Partnership at the WLA, introduced the report.

The Government's One Public Estate Programme sought to release public sector land for new homes and jobs, reduce running costs and create more integrated services through more efficient use of assets and co- location of services. Phase 6 of the OPE programme was launched on 2017.

The existing programme (Phase 6) update noted:

- The two Hounslow MoD land projects were on track (Cavalry Barracks and Feltham MoD site – planning briefs would be published shortly).
- 'Harrow Civic' was paused due to a viability gap. This was the basis of Harrow's phase 7 bid, but they still envisage going to the market for a development partner in April 2019.
- Hammersmith OPDC feasibility study and legal titles work was complete (funded by OPE) and the results were currently being reviewed.
- Hammersmith White City Health Centre: the community consultation identified some issues that would need to be worked through. Hammersmith continued to work closely with the NHS on the disposal of the NHS site and was looking at all options.
- Ealing Blue Lights: engagement with the Met, London Fire Brigade and London Ambulance Service would require additional resources within the services themselves, hence the phase 7 bid.
- Pre-qualification criteria were met in terms of information recorded on EPIMs.

Board meetings of the West London OPE Partnership were supported by the WLA and these had been well attended and successful. Assurances had been given that there would be a Phase 8 of the programme. The WLA was keen to get Boroughs to consider potential future bids now, as deadlines were tight once the bidding process opened.

The Chair noted that there had been negotiations with the housing minister about increasing the amount of housing in London –where boroughs would need to up targets

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whilst there would also be some help available from central government. Some of the difficulties noted were the challenges of collaboration among different land-owning public-sector bodies. A strong collaboration must be struck that meant that local authorities had the strongest say on future uses of publicly-owned land. Central government had requested examples of lack of collaboration which could be brought up in discussions to try to exert change.

Board members:

- Asked when it was anticipated that the projects would be delivered and building work carried out.

Heard that the aim was to start work on sites within the next two years. However, there were difficulties with some landlords. There were complex communications among public sector bodies and collaborations ongoing to release land. The realisation of outcomes in full could take up to ten years. There had to be a recognition that some money would be spent on feasibility exercises.

**Resolved:**

That the Board:

- i. Noted the progress on the West London OPE programme.
- ii. Members to feedback on examples of lack of collaboration among land-owning public-sector bodies.

## 10. Chair's Review of the Year

The Chair introduced the review of the Year and noted that it showcased the achievements of the WLEPB and the high calibre of the speakers with whom the Board had engaged.

Luke Ward said that among the Board's achievement had been obtaining circa £13 million of genuinely new resources for West London from the Strategic Investment Pool of devolved Business Rates and the One Public Estate Programmes; leading the further development of the major West London Orbital Scheme; responding jointly to the Mayor's London Plan consultation and completing a Strategic Housing Market Assessment that enabled West London Boroughs to engage constructively with the Mayor of London.

Board members:

- Noted that the scorecard based on the objectives set out in the West London Vision for Growth stated that some activity had been completed without articulating how it had been completed.
- Noted that it would be helpful to receive information on how many different bids were submitted to properly assess and compare success in the bidding process. There was a need to demonstrate that the bidding process was appropriately targeted.

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- Noted the need to include next steps and milestones for projects such as the WLO.
- Remarked that there were questions about the impact of Capital West London. There was a need to spell out what they did. Its success in delivering the summit a year ahead of time should be noted.
- Commented on the usefulness of the case studies and noted that it would be helpful to highlight the individual and personal success stories.
- Noted the need for the report to tell a strong story about social cohesion, that builds confidence on the Board and its members. The audience for the report should be widened to encompass residents and businesses.

**Resolved**

That the Board:

- i. Noted the Chair's Annual Review for 2018 setting out the key achievements and areas of practical delivery by the West London Economic Prosperity Board since the previous Chair's Review in February 2018.
- ii. Agreed that, subject to above-mentioned comments and amendments, the Annual Review be published in final form.

**11. WLEPB Work Programme, February 2019**

**Resolved:**

That the Board:

- i. Agreed the future meeting dates of the Board as per the WLEPB Work Programme.
- ii. Agreed an update on the impact of Brexit on the West London Economy, following up from the report presented at this meeting, be presented to the next meeting.
- iii. Agreed that Sadiq Kahn, Mayor of London, and Heidi Alexander, Deputy Mayor, Transport and Deputy Chair, Transport for London, be invited to future meetings of the WLEPB. The Rt. Hon the Lord Blunkett, Chair of the Heathrow Skills & Employment Task Force be invited in a year's time.

**12. Date of Next Meeting**

**Resolved:**

That the next meeting of the West London Economic Prosperity Board will be held on 19 June 2019 at 10am in Westminster University Boardroom, 309 Regent Street, London W1B 2HW

Councillor Julian Bell, Chair (London Borough of Ealing)

The meeting concluded at 11:30am.

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	<b>West London Economic Prosperity Board</b> 6 <b>19 June 2019</b>
<b>Title</b>	<b>Centre for London – Future Economic and Social Trends</b>
<b>Report of</b>	Paul Najsarek, LB Ealing
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: <a href="mailto:wardlu@ealong.gov.uk">wardlu@ealong.gov.uk</a> , T: 07738 802929
<b>Summary</b>	
<p>The purpose of this item is to enable the Board to engage in a discussion about medium and longer-term social, economic, and technological trends in West London, including factors affecting the current macroeconomic climate such as Brexit, changing levels and patterns of migration, and historically constrained labour and housing markets.</p> <p>The item will enable the Committee to identify any specific themes or actions in relation to these in West London that it would like to take forward or to incorporate into its Forward Workplan for further development and future focus.</p> <p>The Committee will be joined by the Director of the Centre for London, Ben Rodgers, who will give an overview of his organisation's work in relation to the above themes, followed by an opportunity for wider discussion and to identify any issues of particular interest to be taken forward.</p>	

<b>Recommendations</b>
<b>The Committee is asked to:</b>
<ol style="list-style-type: none"> <li>1. Note the presentation from the Director of the Centre for London, Ben Rodgers</li> <li>2. Identify, in discussion with Mr Rodgers, any actions or issues of shared interest in relation to longer-term social, economic and technological trends that the WLEPB considers should be incorporated onto its Forward Plan.</li> <li>3. Recommend that the West London Growth Directors Board considers how to deliver any actions identified in this discussion and reports back to the WLEPB in due course, and that the Centre for London is consulted as appropriate</li> </ol>

**1. WHY THIS REPORT IS NEEDED**

- 1.1 A key objective of the West London Economic Prosperity Board (WLEPB) is to work with external organisations to influence public and private sector decision making, policy, and priorities in relation to the economic growth agenda at the London and national levels.
- 1.2 This item provides an opportunity for the WLEPB to hear from an authoritative voice on the London policy landscape in relation to economic growth, long term social trends, population and technological change. It is also intended to support the WLEPB to identify any areas of shared interest that it may want to consider taking forward in consultation with the Centre for London.
- 1.3 Any actions identified in the discussion will be incorporated into the Forward Plan of the WLEPB, including if appropriate a refreshed version of the Vision for Growth that will be returning to the Committee in September 2019.

**2. REASONS FOR RECOMMENDATIONS**

- 2.1 To inform the Forward Plan and future priorities of the WLPEB and to ensure they are properly connected to evidence relating to social, economic and technological trends in London that we expect over the coming years.

**3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 n/a

**4. POST DECISION IMPLEMENTATION**

- 4.1 Any actions identified by the WLEPB will be incorporated into the Committee Work Programme and refreshed Vision for Growth

**5. IMPLICATIONS OF DECISION****5.1 Corporate Priorities and Performance**

- 5.1.1 The West London Vision for Growth includes a theme on developing a Competitive Economy, Productivity and Skills, and Infrastructure of all kinds, all of which are relevant to this discussion.

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

- 5.2.1 None associated with this item, which is a discussion item.

**5.3 Legal and Constitutional References**

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

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

- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

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

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

#### **12.4 Risk Management**

12.5 There is a risk that by not engaging with the full range of levers that have an impact on the overall economic success of an area the sub-region will not achieve the level of economic outcomes in terms of jobs, investment, or housing that might otherwise be the case over the medium and long term.

#### **12.6 Equalities and Diversity**

12.7 The Vision for Growth recognises the need to ensure that people from all backgrounds are able to benefit from growth. Individual programmes within the Vision will have equality impact assessments undertaken on a case by case basis

#### **5.5 Consultation and Engagement**

5.6 This is a discussion item.

### **6. BACKGROUND PAPERS**

APPENDIX 1: Further information and publications by the Centre for London:

<https://www.centreforlondon.org/>



	<b>West London Economic Propserity Board</b> 7 <b>19 June 2019</b>
<b>Title</b>	<b>Vision for Growth – Where Next?</b>
<b>Report of</b>	Paul Najsarek, LB Ealing
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	<b>Appendix One:</b> WLA Vision for Growth Action Plan (2016) <b>Appendix Two:</b> UK Industrial Strategy Summary Document
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: <a href="mailto:wardlu@ealong.gov.uk">wardlu@ealong.gov.uk</a> , T: 07738 802929
<b>Summary</b>	
<p>At its meeting in November 2018, the WLEPB agreed to the development of a new vision for economic growth across West London, building of the delivery of the objectives set out in the Vision for Growth (2016).</p> <p>This report sets out emerging themes and priorities, based on feedback received from borough officers and external partners to date. A key message from the partner engagement so far is that there is clear support for a greater shared emphasis on social and economic inclusion, sustainability, and responding to the opportunities and challenges of technological change in a more coordinated way. The report also outlines an approach to engaging with a broader range of stakeholders across the public, private and civil society sectors, to ensure the greatest level of buy-in possible.</p> <p>Following discussion by the Committee, the Plan will be further developed and returned to the WLEPB at its meeting in September 2019.</p>	

## **Recommendations**

**The Committee is asked to:**

1. **NOTE AND COMMENT** on the approach to building on the Vision for Growth, including potential for alignment with the Local Industrial Strategy (para 2.6) that is being developed by the GLA; list of stakeholders being consulted (section 4); and emerging themes (section 5).
2. **NOTE** the timeline for development set out in section six and **IDENTIFY** any additional stakeholders that should be consulted.

## 1. BACKGROUND

1.1 In September 2016 the West London Economic Prosperity Board (WLEPB) agreed its joint plan for delivering growth, investment, jobs and growth across West London boroughs.

1.2 This West London Vision for Growth Action Plan (2016) contains four main themes:

1. Housing Supply
2. Productivity, Skills & Employment
3. Infrastructure
4. A Competitive Economy

1.3 Each theme has an associated set of underlying actions and activities to be delivered over the short, medium and longer term, which are being taken forward by officers, working in partnership with external organisations such as the Greater London Authority, Transport for London, London Councils, London & Partners and West London Business.

## 2. BUILDING ON THE VISION FOR GROWTH

The policy and economic context has evolved significantly since 2016. This change is outlined in more detail below:

### 2.1 Economic Context:

2.2 Broadly, the macro-economic climate currently has a less optimistic outlook than was the case in 2016. Specifically, the economic climate is characterised by a higher level of uncertainty over the medium and longer terms, particularly in relation to Brexit and reduced levels of private sector investment, growing barriers in relation to international trade, and a broadening consensus that the global economy may be close to the top of the current cycle, suggesting a global economic contraction could be due in the medium term.

2.3 Alongside this is the continuing impact that technological change, particularly automation and artificial intelligence, is having on the labour market and across different sectors and skills levels. Over the medium and longer term this effect is likely to become increasingly significant and may have an impact on labour market productivity and wage levels (potentially up or down depending on the sector and the nature of the policy response to such changes).

2.4 There are continuing trends suggesting that working-age individuals at the lower end of the income scale are more likely to experience financial hardship and that there are growing number of these individuals. These groups can benefit most from evidence-based interventions to support them either to progress in their careers, develop personal resilience, or to enter the labour market at all, e.g. through projects such as the Skills Escalator or the Work & Health Programme.

### 2.5 Policy Context

2.6 **UK Industrial Strategy:** The aim of the Industrial Strategy (Appendix three), which was published in November 2017 by the Government, is to boost productivity by backing businesses to create good jobs and to increase the earning power of people throughout the UK with investment in skills, industries and infrastructure. The Strategy talks about “Strengthening the foundations of productivity” – the fundamentals that support a skilled, innovative, geographically-balanced economy.

The five foundations described in the Industrial Strategy overlap closely with West London's priorities and are:

1. **Ideas**: encouraging the UK to be the world's most innovative economy
  2. **People**: ensuring good jobs and greater earning power for all
  3. **Infrastructure**: driving a major upgrade to the UK's infrastructure
  4. **Business environment**: guaranteeing the best place to start and grow a business
  5. **Places**: creating prosperous communities across the UK
- 2.7 Local "LEP" areas, including London via the GLA, have been asked by Government to develop a "Local Industrial Strategy" (LIS) that will be implicitly linked to funding e.g. from the UK Shared Prosperity Fund. In building on the Vision for Growth we will seek to align with the LIS wherever this is consistent with the priorities of West London boroughs. In particular, in relation to the four "Grand Challenges" of an ageing society, artificial intelligence, clean growth, and future mobility.

### **3 PRINCIPLES FOR DELIVERY**

- 3.1 Building on the principles established under the previous Vision for Growth as well as feedback from senior officers across the West London boroughs, it is suggested that the four principles below are applied to the delivery of the refreshed Vision.
- 3.2 These principles reflect an evolution of those applied to the previous Action Plan in 2016. Accountability and Subsidiarity remain the same. Deliverability and Partnership on the other hand have been added to reflect greater emphasis on real-world delivery, and the fact that in order to move to a high level of strategic ambition, it will be important to engage with a wider group of stakeholders across all service areas and sectors in London, e.g. from the NHS in relation to skills and employment, and social care in relation to supporting some higher needs groups into work. The proposed principles are:
- **ACCOUNTABILITY**: All activity undertaken as part of the Growth Programme has a clear governance and decision-making pathway, with senior sponsorship in place for all areas of strategic work. All activity undertaken as part of the programme is accountable to the West London Economic Prosperity Board.
  - **SUBSIDIARITY**: Only activity that sits most appropriately at the sub-regional level and adds additional value will form part of the Programme.
  - **DELIVERABILITY**: The Programme reflects a high level of strategic ambition for West London boroughs and their economies but will also remain rooted in delivering tangible and positive outputs in the shorter term that local people and businesses can see and benefit from.
  - **PARTNERSHIP**: The programme will foster the broadest possible level of partner buy-in to its objectives and delivery. Wherever possible and appropriate, delivery will be undertaken through our partners e.g. in the NHS, colleges, developers and significant local employers.

### **4. ENGAGING WITH PARTNERS, GOVERNMENT AND CIVIL SOCIETY**

- 4.1 The original Vision for Growth demonstrated in a measurable way the potential of a sub-regional approach to economic growth to influence policy at the London and

national levels, attract external resource, and support individual boroughs to deliver on their individual priorities. Since September 2016, awareness of the Vision amongst external stakeholders, as demonstrated by an increasing number of requests to work together on various projects, has also underlined the need to take a more systematic and borough-led approach to engagement in a way that maximises the benefits to local areas and reflect local priorities.

4.2 Noting the above, a more structured approach to partner engagement is being taken in the development of the refreshed Vision, with the following either completed or planned:

- Central Government, e.g. Cities and Local Growth Unit and DWP
- Greater London Authority
- Transport for London
- Old Oak Common and park Royal Development Corporation
- West London College Principles
- Officer groups across council service areas e.g. children;s and adult social care, planning, skills and regeneration
- Think Tanks and Innovation Agencies – e.g. Centre for London, NESTA and Connected Cities Catapult
- West London Skills, Employment and Productivity Board
- Federation of Small Businesses
- London First
- West London Business
- London Chambers of Commerce and Industry and local chambers

4.3 The views of the WLEPB about what other partners should be engaged with as part of the development process would be welcomed.

## **5. EMERGING THEMES FOR WEST LONDON**

- 5.1 Engagement activity with WLA boroughs, partners and stakeholders to date has identified **a need for greater emphasis in improving digital connectivity and responding to technological change, investing in transport infrastructure, support to town centres, investing in skills, social inclusion and the circular economy.**
- 5.2 Brexit represents a further issue to be accounted for that has relevance across all aspects of the programme.
- 5.3 Emerging themes are set out below.

### **THEME 1: WORK AND PRODUCTIVITY**

- I. Scaling up successfully evaluated skills pilots, particularly the Skills Escalator, Opportunities for Young People, and other evidence-based productivity-related interventions.
- II. Making the most of the Apprenticeship Levy, in particular working with businesses and London government to develop pooling arrangements and strengthen alignment between the way the pool is used and the needs of businesses
- III. Supporting in-work progression through the trialling of innovative new approaches with our partners, in particular through the Cities

- of Learning model outlined in the Taylor Review of Modern Working Practices.
- IV. Maximising the local impact of the devolution of the Adult Education Budgets with the GLA and London Councils
  - V. Delivering the Work & Health Programme at scale in close partnership with boroughs and local employers.
  - VI. Strengthening the role of public sector supply chains in the skills and employment offer, e.g. through London Living Wage, ESOL and the Apprenticeship Levy.
  - VII. Ensuring West London gains maximum benefit from the future UK Shared Prosperity Funding, which is replacing European funding arrangements.
  - VIII. Information, Advice and Guidance (IAG) in schools joined up to support improved career progression and to address skills gaps, in particular through implementing the Gatsby benchmarks for careers advice.

## **THEME 2: INFRASTRUCTURE**

- I. Identifying future major infrastructure schemes: transport, digital or otherwise that will have the biggest impact unlocking future growth and an assessment of the potential impact of digital technology on demand for infrastructure, where value will be created and how this could further disrupt markets in West London (e.g. the impact of new mobility technologies such as connected and automated vehicles on land use and parking)
- II. Delivering the West London high speed broadband investment programme with TfL and the GLA, and identifying options to further scale it up and draw in further investment using data insights, sharing best practice and knowhow, streamlined approval processes and access agreements that support new business models.
- III. Develop common West London approaches to embed and scale sustainable transport solutions (e.g. efficient freight, on-demand buses, bicycle hire, car clubs and walking).
- IV. Delivering the West London Orbital in partnership with TfL, GLA, Network Rail and the private sector.
- V. Establishing West London boroughs as a world class test bed for challenge and user led urban innovation, trialling at scale innovative new business models and technologies (e.g. 5G, AI, Connected and Automated Vehicles, Remote Healthcare.) that will benefit residents and give West London boroughs a competitive advantage for decades to come.
- VI. Working with digital and physical asset owners and service providers in West London boroughs create a portfolio of investment-ready and de-risked 5G use case and smart city test-bed opportunities for take up by leading edge research programmes, start-ups and the corporate sector.
- VII. Working with the west London Boroughs and their partners agree a set of principles (drawn from national guidance) to facilitate and

guide 5G use case and smart city service testing and commercialisation. The principles would address areas such as privacy, security and development of a streamlined deployment processes to foster confidence in the private and research sectors that West London is the go-to place for urban innovation.

### **THEME 3: SUCCESSFUL PLACES**

- I. Developing new visions for West London's diverse range of town centres and finding appropriate new approaches and funding to support their continued success.
- II. Supporting the delivery of West London's regeneration priorities, along with thousands of new homes (including genuinely affordable homes) and jobs, particularly the 20,000 homes associated with West London Orbital and any other major transport infrastructure programmes
- III. Ensuring those living in some of our most deprived areas are able to benefit from new growth and jobs in their local area, through the development of the right skills, training opportunities and addressing transport, digital and other exclusion issues.
- IV. Creating the conditions for strong and thriving local cultural offers in existing and future town centres
- V. Fostering growth in the Circular economy, creating local jobs, business rates, and supporting sustainability.
- VI. Attracting external investment that allows land for housing, including affordable housing, to be unlocked e.g. in relation to strategic planning, masterplans, land assembly, or delivering homes on public sector land.
- VII. Championing new construction techniques and digital tools to accelerate housing supply and guide placemaking and regeneration e.g. modular or precision manufactured housing.

### **THEME : INVESTMENT, BUSINESS GROWTH AND FISCAL DEVOLUTION**

- I. Supporting boroughs to identify and secure appropriate and affordable workspace for local and high potential businesses.
- II. Engaging with Government in devolution, particularly in relation to business rates, to ensure West London boroughs are able to invest to proceeds of economic growth.
- III. External investment opportunities: Securing resource from external sources, including government and the GLA, to invest in delivering the above priorities, e.g. The SIP and the forthcoming Shared Prosperity Fund.
- IV. Identifying high potential business through the Capital West London programme and West London Business and supporting them to grow by helping them to trade abroad, particularly for high-growth sectors.
- V. Assess the potential of digital tools and services to create new value capture and partnership models to fund infrastructure and

- development projects. Working with universities, Incubators, accelerators and co-working spaces (IACs) to support local businesses to grow and to scale, creating new jobs and growing the tax base.
- VI. Developing processes to ensure West London is highly responsive to inward investment leads and maintains a strong reputation as 'open for business' and effective public/private partnership.
- 5.2 In addition to the emerging themes above, there are also two themes that will apply to all aspects of the growth programme. These cross cutting themes are **1) Supporting sustainable growth and the circular economy**, and **2) inclusion**, ensuring that everyone in west London can succeed, no matter what their circumstances or background.

## **6. TIMELINE FOR DELIVERY**

- 6.2 The following timetable for developing a new Vision is being followed, with signoff of a draft vision for expected to be at the WLEPB in September 2019. The draft Vision will then be used as a final consultation document at an event held in October to enable publication of the final document in early 2020.

<b>When?</b>	<b>What?</b>
<b>6 June</b>	West London Skills & Employment Board consulted
<b>19 June</b>	Principles and emerging themes discussed by the WLEPB
<b>July – August</b>	Further Stakeholder engagement and development of the new Vision.
<b>September</b>	Draft Vision document signed off by WLEPB, including publicity and engagement plan
<b>September – October</b>	Launch of draft Vision for final consultation
<b>Early 2020</b>	Publication of final Strategy

## **7. WHY THIS REPORT IS NEEDED**

This report is needed because the West London Vision for Growth requires a refresh in light of the strong progress towards delivering the strategic borough objectives set out within it between September 2016 and June 2019.

## **8. REASONS FOR RECOMMENDATIONS**

9. To ensure the Work Plan and priorities of the Committee continue to properly reflect areas of shared priority in relation to economic growth and prosperity, as well as evolving macro-economic climate in the UK and Globally.

**10. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**  
n/a

**11. POST DECISION IMPLEMENTATION**

Any areas of interest for future work identified by the Prosperity Board will be incorporated into its Forward Plan. Decisions will be brought back to the Board on a case-by case basis as required or requested.

**12. IMPLICATIONS OF DECISION**

**a. Corporate Priorities and Performance**

This report relates directly to the delivery of the West London Vision for Growth, which has been agreed by the members of the West London Alliance.

**b. Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

c. None directly associated with this report. However, where a specific requirement for additional resource is identified to fund a particular activity or project contained within the annual report or wider Vision for Growth action plan then this requirement will be brought back to a future Board for consideration on a case-by-case basis.

**12. Legal and Constitutional References**

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

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

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

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

**13 Risk Management**

- d. There is a risk that by not engaging with the full range of levers that have an impact on the overall economic success of an area the sub-region will not achieve the level of economic outcomes in terms of jobs, investment, or housing that might otherwise be the case over the medium and long term.

**14. Equalities and Diversity**

- a. The Vision for Growth recognises the need to ensure that people from all backgrounds are able to benefit from growth. Individual programmes within the Vision will have equality impact assessments undertaken on a case by case basis

**b. Consultation and Engagement**

- c. West London Growth Directors discussed the emerging themes of the refreshed Vision on 30 January 2019 and 22 May 2019, and there have also been various discussions with other senior council officers and external partners to ensure focus on the highest priority areas, partnership buy-in to our shared vision, and alignment between borough-level work and sub-regional activity in relation to economic growth.

**15. BACKGROUND PAPERS**

**Appendix One:** West London Vision for Growth Action Plan, September 2016:

<http://westlondonalliance.org/wla/wlanew.nsf/pages/WLA-307>

**Appendix Two:** UK Industrial Strategy Summary:

<https://www.gov.uk/government/publications/local-industrial-strategies-policy-prospectus>



	<b>West London Economic Prosperity Board 8</b>
<b>19 June 2019</b>	
<b>Title</b>	<b>Strategic Investment Pool 2019/20</b>
<b>Report of</b>	Paul Najsarek, LB Ealing
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	APPENDIX ONE: Bidding guidance APPENDIX TWO: Bidding timeline
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, wardlu@ealing.gov.uk
<b>Summary</b>	
<p>In October 2018 West London boroughs were awarded £11.13m from the Strategic Infrastructure Pool (total value £52m) to invest in a range of skills and digital programmes. This was the largest amount awarded to any single sub-regional grouping of boroughs.</p> <p>The City of London Corporation (CoLC), working with London Councils has now announced a second round of SIP funding in 2019/20 with a value of c.40m. Detailed guidance relating to the timeline and process for awarding this resource is contained within appendices one and two of this report. The CoLC has confirmed that the final deadline for submissions is 4 September 2019.</p> <p>This report is intended to update the Committee with the most current position in relation to the 2019 SIP process, and to seek its initial view about the key themes and opportunities that it would like officers to develop into more detailed bids over the Summer ahead of the September submission deadline.</p>	

<b>Recommendations</b>	
<b>Leaders are asked to:</b>	
	<ol style="list-style-type: none"> <li>1) NOTE that the City of London Corporation (CoLC), in coordination with London Councils, has announced the launch of a second year's round of Strategic Infrastructure Pool (SIP) funding for 2019/20, worth c.£40m across London.</li> <li>2) NOTE that the final deadline for bids is 4 September 2019 following a period of bid development throughout June and July 2019.</li> </ol>

- |   |
|---|
| 3) IDENTIFY any themes of particular interest to be developed in further detail by officers and to inform any final bids submitted as part of the current round of SIP funding.   |
| 4) AGREE to delegate to West London Growth Directors Board the further development of SIP bids over Summer 2019, and for the final bids to be submitted by the WLA Director following approval by West London Chief Executives Board. |

## 1. WHY THIS REPORT IS NEEDED

The devolution of increases in the business rates base to local areas in order to facilitate economic growth has been a key element of the lobbying work of London local government over the last few years. It was also a core recommendation of the London Finance Commission in 2013 and is included in the WLEPB's cross-borough growth strategy, the West London Vision for Growth.

This year represents the second year of Business Rates devolution through the SIP process, following the first round that was launched in 2018 and which resulted in West London boroughs securing £11.13m to invest in skills programmes and high speed fiberoptic cables in "not-spot" areas. Both these projects are now in mobilisation phase and, taken together, represented the largest amount secured by any single sub-region in London.

This year's round of SIP then represents an opportunity to apply lessons learned from last year's successful experience to secure further new resource for boroughs to invest in their shared priorities relating to growth and prosperity.

## 2. INDICATIVE TIMELINE

A note containing guidance and the criteria and timeline for the 2019/20 SIP round is contained within Appendix One (bidding guidance) and Appendix Two (bidding timeline). A summary of the timeline is set out below:

<b>ACTION</b>	<b>DATE</b>
Launch of 2019/20 SIP process consultation by CoLC	March 2019
Development by boroughs of "long lists" of possible bids to the SIP	April – June 2019
Development of bids by sub-regional groups	June – August 2019
Deadline for submission of bids to CoLC	4 September 2019
Consultation with boroughs about the recommended bids	1 October 2019
Final outcome report (based on consultation responses)	21 November 2019

Last year London Councils and the CoLC (as the lead local authority), in agreement with MHCLG, designed three principles for allocating SIP monies and these principles are been carried forward to 2019/20. They are:

- i. Both the Mayor and a clear majority of the boroughs would have to agree;
- ii. A clear majority of the boroughs would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London Corporation),

- subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
- iii. If no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision-making round.

In addition to these three principles, the guidance sets out the following criteria for allocating SIP monies, which are the bids should:

- 1) Contribute to the delivery of key economic growth priorities
- 2) Be as large-scale as possible, with a preference for bids with higher returns on investment
- 3) Benefit the widest possible geographical area, with a presumption that the broader the area of impact the better
- 4) Include match funding either in cash, in kind or leveraged, as much as possible
- 5) Be delivered as soon as possible (although no delivery deadline has been set).

As was the case in 2018, there is a significant likelihood that, collectively across London, the value of bids to the SIP are greater than the SIP itself. This may mean that some bids are scaled back to some extent. Should this happen then the exact process for negotiating this would be led by London Councils, and may occur through the consultation on the recommended bids that is expected to take place in October 2019.

### **3. POSSIBLE BIDS**

Officers, through Growth Directors Board are currently developing a long-list of possible SIP bids that are consistent with the above principles and criteria, and will allow boroughs to form a view about which they would like to be developed in more detail by officers. Some of the emerging opportunities identified by officers include:

1. Investment in Skills and productivity, particularly focusing on in-work progression, inclusion, and supporting those furthest from the labour market
2. West London Orbital further development with TfL to unlock 20,000 new homes and 22,000 new jobs.
3. Supporting town centres to succeed and adapt during a time of economic and social change.
4. Large scale digital pilots making use of new digital infrastructure such as 5G and fibreoptic cables.
5. Improved digital connectivity for businesses and homes, eliminating all broadband “not-spots” for both residents and businesses.
6. Work to boost supply of affordable and step-up workspace for small and micro-enterprises in an evidence-based and targeted way.

#### **4. IMMEDIATE NEXT STEPS**

Officers will, through Growth Directors Board, will continue to engage with the SIP process via CoLC and London Councils. Any themes or areas identified as being of particular interest to the WLEPB will be taken forward for further development.

#### **5. REASONS FOR RECOMMENDATIONS**

- 3.1 To ensure that West London boroughs secure a fair proportion of the SIP resource that is available for London.

#### **6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 6.1 This bidding process reflects an injection of new money into local government in London, enabling investment in growth that would otherwise be either unfunded or more difficult to fund.

#### **7. POST DECISION IMPLEMENTATION**

- 7.1 Following discussion by the Committee any areas it identifies as of particular interest will be actioned by officers, and with London Councils as required, and inform the bids that will be delivered in further detail over June and July 2019.

#### **8. IMPLICATIONS OF DECISION**

##### **8.1 Corporate Priorities and Performance**

- 8.1.1 This report relates directly to the delivery of the West London Vision for Growth, which has been agreed by the members of the West London Alliance. Specifically, it focuses on delivering the emphasis in the Vision for Growth on making the most of local government finance devolution for local communities, businesses, and councils.

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

- 8.2.1 The SIP bids are for external resources that will be used to deliver borough shared growth and regeneration priorities. Individual boroughs will at all times decide how they would like to approach any match funding locally, and according to their internal and democratic processes.

##### **8.3 Legal and Constitutional References**

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

- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local

- government areas of the participating authorities.
- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
  - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- 8.3.2 The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.
- 8.3.3 The purpose of the Joint Committee will be collaboration and mutual cooperation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee. The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.
- 8.4 Risk Management**
- 8.4.1 The purpose of the SIP is to demonstrate that local government can make sensible investments in long term economic growth better than if that resource was managed by a different tier of government (e.g. central government). There is a risk that, across boroughs, this does not happen optimally and the SIP resource is simply allocated according to the relative populations of individual borough groupings.
- 8.5 Equalities and Diversity**
- 8.5.1 None directly associated with the bids themselves. Any projects arising as a result of securing SIP resources for West London Boroughs will be assessed for equalities impacts as appropriate on a case-by-case basis.
- 8.6 Consultation and Engagement**
- 8.7 Borough chief officers from all WLA boroughs were involved in the development of all three SIP bids.

**9. BACKGROUND PAPERS**

**10. APPENDIX 1: SIP GUIDANCE FROM CITY OF LONDON CORPORATION**

**11. APPENDIX 2: SIP TIMELINE**

# **London Business Rates Pilot Pool 2019-20**

## **Strategic Investment Pot**

### **Operational principles and bidding process**

#### **Background: the commitment to strategic investment**

1. Under the agreed terms of the London 75% Business Rates Retention Pilot Pool, 15% of the net financial benefit of pooling – currently estimated at c.£25.7 million – is reserved for the Strategic Investment Pot. In addition, funds unallocated in 2018-19 estimated at £12.8m are also available for allocation, to be spent on projects that:
  - i. contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
  - ii. leverage additional investment funding from other private or public sources; and
  - iii. have broad support across London government in accordance with the agreed governance process (see paragraph 5). Generally, this will mean a preference for collaborative bids over broader areas than just a single borough.

These headline criteria were agreed with Government in the MOU for the scheme between MHCLG, London Councils (for the 33 billing authorities), and the GLA.

2. In addition, the Mayor of London is committed to spend the GLA's share of any additional net financial benefit from the pilot on strategic investment projects. As previously agreed, decisions on the allocation of the GLA's share will be made by the Mayor of London.
3. Overall, it is anticipated that approximately 50% of net additional benefits arising from the pilot pool will be spent on strategic investment projects.
4. The Government's evaluation of the London pilot pool will include assessment of the extent to which this expectation is met, and the effectiveness of the collective decision-making arrangements in agreeing suitable investment projects.

## **Decision making arrangements for the SIP**

5. As set out in the MoU, decisions regarding the Strategic Investment Pot will be taken formally by the City of London Corporation – as the Lead Authority – in consultation with all member authorities. All references to ‘Lead Authority’ in this note refer to the City of London Corporation performing that role on London Government’s collective behalf. In performing that role, as agreed in the Pilot Pool MoU, the Lead Authority’s decisions will reflect consultation principles designed to protect Mayoral, borough and sub-regional interests These are that:
  - i. both the Mayor and a clear majority of the boroughs would have to agree;
  - ii. a clear majority of the boroughs would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London Corporation), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
  - iii. if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision-making round.

6. The exact size of the fund will not be finalised until the 2019-20 accounts are closed. Two bidding and allocation rounds are therefore planned: the first in year, and the second following the end of the financial year. Where there are funds from a prior year, these will be allocated together with those from the current year in a single annual round. If the pilot pool is wound up, there will be a final round the following year to allocate any balance remaining.

## **Operating principles**

7. For the SIP to succeed, within the relatively limited resources available, it will need to focus on proposals that are substantial enough to make a credible contribution to promoting economic growth, combine delivery in the short-term with longer-term investment proposals and are able to secure the necessary support across London. It is envisaged that the bidding and evaluation process should aim to identify a package of 5-10 projects addressing a range of priority issues and areas to help promote economic growth.
8. Bids are invited from boroughs or groups of boroughs and the City of London Corporation, and will be judged against their achievement of the principal aims agreed with Government (see paragraph 1) and the following set of **evaluation criteria**, with the evaluation seeking to identify a package of proposals that draws an appropriate balance between them:
  - i. **Contribution of anticipated outputs to key economic growth priorities:** e.g. housing and planning; transport and infrastructure (including digital

infrastructure); skills, employment and business support. This could be evidenced, for example, by quantification of anticipated outputs (increase in homes, commercial floor space, jobs, etc.), explanation of the reasons a public sector intervention is required, and by alignment with existing regional, sub-regional and local strategies.

- ii. ***The anticipated scale of economic benefit***, both in absolute terms and, where appropriate, expressed as a ratio of anticipated return to investment required.
- iii. ***The breadth of geographic impact*** – with a presumption that the broader the area of impact the better. Whilst strong local bids will be considered under other criteria, there will be a preference for joint proposals with as broad a footprint as possible, including but not necessarily limited to those from existing sub-regional partnerships, or which apply to the whole of London.
- iv. ***The scale of match funding***, both in absolute terms and expressed as a ratio of funding from other public or private sources to SIP investment required. The presumption will be that – all other things being equal – proposals that command a greater level of match funding will be preferred.
- v. ***Delivery timescales***: No strict cut-off point is proposed; however delivery timescales will be considered within the overall evaluation, with a presumption in favour of earlier completion (and therefore earlier economic returns) but ensuring an appropriate mix of recommended proposals between “oven-ready” schemes and longer-term investment projects.

9. The criteria have been identified in part because they are capable of objective evaluation. That said, a degree of judgment and interpretation may be required in some areas, and the evaluation process will need to ensure that anticipated benefits have been robustly and credibly estimated – at a level of detail commensurate with the scale and nature of the proposal.
10. Proposals that form part of a wider scheme – e.g. feasibility studies or master-planning – will require at least a strategic outline case; capital delivery schemes should be supported by a fuller business case.
11. The Lead Authority will undertake the evaluation and formulate its recommendations, supported by a panel of advisors drawn from senior finance, regeneration and service directors from the boroughs, London Councils and the GLA.

## **Conditions**

12. The agreement with Government does not place any restrictions on the use of the Strategic Investment Pot, other than that it meets the criteria set out in paragraphs 1 and 8. It will, however, be important for London Government both to ensure the

most effective use of the resources available and to demonstrate to Government its ability to do so.

13. Restricting the use of funds to capital expenditure would support our ability to point to concrete outcomes from the investment. However, it could prove unnecessarily inflexible and unhelpful by, for example, limiting the ability to support enabling work for major projects such as master planning or the establishment of delivery vehicles, or investment in “non-traditional”, digital infrastructure. In order to maintain flexibility, no strict expenditure category restrictions are included in the selection criteria.

### **Process and timetable**

14. The timetable is issued in a separate document, showing the main stages in the process.
15. The agreed decision-making process requires member boroughs and the Mayor to decide formally their response to the consultation on projects recommended by the Lead Authority. In many cases, these decisions will be delegated to officers – and therefore reasonably flexible in timing – but others may require Cabinet or Committee decisions. Adequate advance warning and a reasonable consultation window of at least a month before formal decision points are therefore required.
16. In order to facilitate proper political consideration and guidance, the 2019-20 timetable also allows additional time for informal consideration of the proposals and collaboration by participating authorities and any sub-regional groups, both prior to submission and after the issue of the consultation report. This is for sub-regional partnerships and participating authorities to consider locally. The period for evaluation has been reduced as much as possible, to allow the period for bids to be prepared, in turn, to be extended.
17. To provide assurance to pool member authorities and to inform future funding decisions, the Lead Authority and its advisory panel has developed monitoring and evaluation arrangements for those projects supported by investment from the SIP. For 2018-19 projects, these will be reported on alongside the 2019-20 allocation round.
18. The monitoring arrangements are secured through a legal agreement between the Lead Authority and the accountable borough for a successful bid. Along with the bid form, authorities are asked to submit an updated draft grant agreement, showing the details of their bid and any comments their legal team may have on the wording. This will enable prompt progression from an allocation decision to payment of SIP funds.

## **Appendix: Evaluation Process and Parties Involved**

As outlined, there are a lot of stages and groups involved in the evaluation and decision-making process. In more detail, the groups and their roles are:

- **Sub-regional groups** – we anticipate based on 2018-19 that locally agreed arrangements might involve these groups coordinating and working with boroughs to prepare bids. Some regions used the groups to ‘longlist’ proposals and agree together what would be submitted from the region, and some groups wanted to consider the consultation together in these groups before each authority decided and responded.
- **SIP Panel (Strategic Investment Pot Panel)** – this is the group that evaluates all the bids and makes the recommendation in the consultation report. The group is chaired by the Lead Authority, and comprises Chief Officers (and some deputies) from around London, from a mix of professions, with expertise covering the range of objectives of the fund.
- **Evaluation Working Group (EWG)** – this group, chaired by the Lead Authority, and comprising senior officers from around London, from a mix of professions, with expertise covering the range of objectives of the fund, supports the SIP Panel by preparing detailed evaluation notes, and initial scoring of all the bids.
- **City of London Corporation (CoLC, City Corporation)** – is the lead authority, so it administers the funds, and takes the formal, legal decision to allocate as above.
- **Chief Executives of London Councils (CELC), Society of London Treasurers (SLT)** – these are the groups, respectively, of all the Chief Executives and Finance Directors (Treasurers) of the participating authorities, and is used here largely as a shorthand for the groups that will receive the consultation report and invitation to bid. SLT lead on the pilot, as it’s primarily related to the wider issue of funding for the authorities (the SIP is a small part of billions collected in business rates, much of which funds a significant part of the activity of the authorities involved).
- **Congress of Leaders** – is a political meeting of the Leaders of all the London authorities (32 boroughs and the City Corporation) and the Mayor of London. This isn’t a decision-making body, but will receive information about the SIP, including the consultation report). Congress only happens twice per year, so it may not be able receive the outcome/consultation report.
- **Leaders’ Committee** – is a political meeting of the Leaders of all the London authorities (32 boroughs and the City Corporation). This is the joint committee that runs London Councils, but can’t take the decision on SIP due to the criteria highlighted above (as decisions by joint committees must be made on a simple majority). This receives the outcome report – which is also provided to the Mayor of London.
- **Policy and Resources Committee** – the City of London Corporation Policy and Resources Committee takes the formal, legal decision, in accordance with the agreement between the participating authorities (i.e. if the two-thirds, Mayor of London, and lack of regional disagreement are met). They also decide on the City Corporation’s response to the consultation, as a decision-making body of a participating authority.

The steps in the evaluation process are:

- SIP Panel and EWG receive all bids, in full.
- EWG complete initial summaries and comments on the bids. All bids are discussed in detail at a meeting, and summaries and comments are agreed.
- SIP Panel receive the briefing from EWG. All bids are discussed in detail at a meeting, and a recommendation is agreed.
- CoLC prepare a consultation report, including the recommendation from the SIP Panel.
- SIP Panel review and approve the consultation report prior to issue.

# London Business Rates Pilot Pool

## Strategic Investment Pot

2019/20 Dates

Final



8

From	To	What?	Who?
08 Mar 19	04 Sep 19	Authorities work on bids	All
08 Mar 19	04 Sep 19	Sub-regional groups may wish to consider bids	Sub-regional groups
08 Mar 19	18 Mar 19	Consultation on SIP Process	All
11 Apr 19	11 Apr 19	Draft guidance launched	CoLC
06 Jun 19	06 Jun 19	Launch of bidding guidance and form	CoLC
13 Jun 19	13 Jun 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
14 Jun 19	14 Jun 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
18 Jun 19	18 Jun 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
27 Jun 19	27 Jun 19	SIP Panel - introduction/TOR call	SIP Panel
16 Jul 19	16 Jul 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
18 Jul 19	18 Jul 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
04 Sep 19	04 Sep 19	Deadline for submission of bids to ndr.pool@cityoflondon.gov.uk	Accountable authorities
04 Sep 19	04 Sep 19	Bids issued to Evaluation Working Group and SIP Panel	CoLC
10 Sep 19	10 Sep 19	Evaluation Working Group submit evaluations	Evaluation Working Group
12 Sep 19	12 Sep 19	Evaluation Working Group meet	Evaluation Working Group
16 Sep 19	16 Sep 19	Draft evaluation group notes issued to EWG and SIP Panel (e-mail)	EWG/SIP Panel
18 Sep 19	18 Sep 19	SIP Panel meet to evaluate bids	SIP Panel
23 Sep 19	23 Sep 19	Draft consultation report issued to SIP Panel (e-mail)	CoLC
25 Sep 19	25 Sep 19	SIP Panel meet to discuss draft report (call)	SIP Panel
27 Sep 19	27 Sep 19	Circulation of consultation report - final SIP Panel sign off (e-mail)	SIP Panel
01 Oct 19	01 Oct 19	Consultation issued to all authorities (via CELC and SLT)	CoLC
01 Oct 19	07 Nov 19	Sub-regional groups may wish to consider consultation	Sub-regional groups
08 Oct 19	08 Oct 19	Congress of Leaders - SIP consultation report	London Councils
07 Nov 19	07 Nov 19	Consultation responses to NDR.Pool@cityoflondon.gov.uk	All
21 Nov 19	21 Nov 19	Policy & Resources Committee take formal decision	CoLC
21 Nov 19	31 Dec 19	Agreements signed and SIP funds transferred	Accountable authorities/CoLC
26 Nov 19	26 Nov 19	Outcome report issued	London Councils



	<b>West London Economic Prosperity Board 9</b>
	<b>19<sup>th</sup> June 2019</b>
<b>Title</b>	<b>West London Orbital – Progress and Next Steps (Standing Item)</b>
<b>Report of</b>	Amar Dave, LB Brent
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Andrew Barry-Purssell, West London Planning Policy and Infrastructure Delivery Manager, West London Alliance, E: <a href="mailto:barrypurssella@ealing.gov.uk">barrypurssella@ealing.gov.uk</a> ; T: 07525 388237
<b>Summary</b>	
<p>This report provides the Board with an update on work with regard to the proposed West London Orbital (WLO) heavy rail line. Since the last report to the Board in February, close working between the West London Alliance (WLA) and West London boroughs, Transport for London (TfL) and the Greater London Authority (GLA) has continued and the strategic outline business case for the project has been completed successfully.</p> <p>At time of writing this report it is expected that the final decision on starting the next phase of work on the project business case - focussing on detailed project feasibility - will be taken imminently. Any subsequent developments will be reported to the meeting.</p>	

## Recommendations

**Leaders are asked to:**

- (i) **NOTE progress in development of the strategic outline business case for the WLO; and**
- (ii) **IDENTIFY any additional actions or activities for consideration not already identified within the WLO programme, particularly in building stakeholder support for the project.**

### 1. WHY THIS REPORT IS NEEDED

- 1.1 The WLEPD has consistently identified the West London Orbital heavy rail line as a proposal of shared, strategic priority for West London, integral to the development and sustainable growth of the sub-region (figure 1). Joint working with TfL and the GLA has

ensured that the project is included in the Mayor's Transport Strategy and the draft London Plan – and now in the TfL 2018-19 Business Plan. The Board has agreed that progress and next steps relating to the WLO should be a standing item on its agenda, something suggested by the then Deputy Mayor for Transport at its meeting with her in summer 2017.

- 1.2 Since then, the WLA and West London boroughs have worked closely with TfL/GLA and Network Rail in drawing up the business case for the project and ensuring it is reflected in boroughs' local plans. As reported at the last meeting, TfL's 2018 Business Plan (covering the period 2019/20-2023/24 expresses continued support for the WLO:

*"In west London, we are continuing to develop proposals for a new West London Orbital rail link which will connect a number of major growth areas."*

- 1.3 The first stage of this work is now complete; its outcome is set out in a strategic outline business case which will be published by TfL shortly. The WLA is discussing arrangements for the next stage in the project, which will further refine the business case focussing more on feasibility. This report gives the headline findings of the current phase and notes the content of a letter from the Deputy Mayor for Transport to the Chair of the Board (WLEPB) confirming Mayoral commitment for continued work on the project.

## 2. DEVELOPING A BUSINESS CASE FOR THE WLO

- 2.1 Through 2018 West London Alliance (WLA) boroughs have been working with Transport for London (TfL) to develop a business case for the WLO, building on previous work commissioned by the WLA. TfL has an established process for developing project business cases of this kind:



The first stage of this work is now complete; it will result in a “strategic outline business case” (SOBC) – a baseline report that will inform TfL’s decision whether to proceed to the next stage in the process. As reported to the last meeting, its format will follow the approach to developing project business plan set out in the Treasury Green Book, with five elements (addressing strategic, economic, commercial, financial and management aspects). Many of the key points were reported to the last meeting, but the finalised document sets out overall judgements on the project and the next steps.

- 2.2 The SOBC will be published shortly; copies will be sent to members of the Board once it is released by Transport for London. The detailed arrangements

for release of the SOBC are being discussed with TfL as this report is written; it is anticipated that there will be a WLA press release announcing publication and responding to the decision on moving to the next step of project development. It is envisaged that this will include quotes from Councillor Bell in his capacity as chair of the West London Economic Prosperity Board and Heidi Alexander, Deputy Mayor for Transport.

- 2.3 The SOBC sets out the objectives for the project and explains how it will meet them. It is this that we have been working with TfL/Network Rail on over the last year. The objectives examined are:

Objective A – New homes & jobs	Objective B – Orbital transport connectivity	Objective C – Public transport capacity
Enable the delivery of new homes and jobs in west and northwest London in line with the principles of Good Growth (MTS Policy 21)	Enhance orbital public transport connectivity to and between major trip attractors in west London (e.g. town centres and Opportunity Areas at Old Oak, Burnt Oak/Colindale, Brent Cross and the Great West Corridor) to support mode shift towards active, efficient and sustainable modes, and west London's continued economic growth	Enhance public transport capacity in west London to relieve pressure on existing corridors and ensure resilience of the public transport network as population grows

The SOBC explains how the WLO will help deliver these. It has been informed by a number of workstreams commissioned by TfL and the WLA, including a funding study, a study of housing and employment development opportunities along the route (to which West London boroughs contributed) and strategic transport modelling carried out by TfL.

- 2.4 Work on the SOBC has confirmed that there is a strong case for the scheme to be taken forward to the next stage of business case development. It has not revealed any insuperable technical obstacles based on a high level technical assessment of work previously commissioned by the WLA on issues such as engineering complexity, constructability and key dependencies and risks. However there will need to be further detailed work on technical feasibility. It confirms that on the basis of work to date the WLO would provide medium- to high value for money.
- 2.5 Discussions are being held with TfL about arrangements for the next stages of work on the project. As before, this work will be jointly carried out and funded by TfL and the WLA. The focus will be on addressing feasibility issues, particularly technical and engineering issues – identifying issues that will require more detailed work in later stages. There will also be more detailed work on funding and financing. These discussions were continuing at time of writing and any subsequent developments will be reported on at the meeting.
- 2.9 As reported to the last meeting, there are two aspects where WLA boroughs have a particular interest and intend to take a particular lead at this stage –

preparation of a funding/financing strategy against the background of TfL's straightened financial position and a narrative and evidence base about how investment in the WLO will help achieve sustainable growth in population and jobs in West London into the 2030s and beyond.

### **3. LETTER FROM THE DEPUTY MAYOR FOR TRANSPORT**

- 3.1 In March, Councillor Bell wrote to Heidi Alexander (Deputy Mayor for Transport) in his capacity as WLEPB Chair to convey the shared sense of endeavour across boroughs and TfL. The letter noted that boroughs looked forward to the opportunity to continue working with London government to bring the scheme forward to completion in a way that supports shared ambitions in relation to new homes and jobs, improving the environment, and good growth.
- 3.2 Cllr Bell received a reply dated 2 May:

*"Thank you for your letter of 6 March 2019. I am sorry for the delayed response. I am pleased the West London Alliance (WLA) welcome the collaborative approach of the Transport for London (TfL) team working on the West London Orbital (WLO) scheme and I will ensure that your kind words are shared with them.*

*Over the past year TfL has worked hard with the boroughs to develop a Strategic Outline Business Case (SOBC) for the project in line with the Mayor's Transport Strategy. I have recently reviewed the Business Case and it is clear, even at this early stage, that there is significant potential for housing, jobs and growth linked to this scheme.*

*As you will be aware from our wider discussions regarding the Elizabeth Line and TfL's Business Plan, TfL is having to make difficult choices around the prioritisation of future infrastructure schemes. The continued development of the WLO does feature in the Business Plan, recognising the continued Mayoral commitment to the project. I note your offer of financial support from the WLA boroughs towards the cost of developing the scheme further and would be happy to put your officers in contact with Alex Williams, Director of City Planning at TfL who would be able to discuss this in more detail.*

*I understand that TfL is already in contact with officers across the WLA regarding how the scheme will be progressed and I look forward to being able to discuss the scheme in detail when I meet WLA Leaders at the Economic Prosperity Board in the autumn.*

*Addressing your point regarding planning policy to support the scheme I have forwarded your letter to Jules Pipe, Deputy Mayor for Regeneration and Skills. I will also ensure TfL is in touch with your team prior to the publication of the WLO SOBC, so that you have advanced notice of the document being in the public domain".*

- 3.3 As indicated earlier in this report, WLA officers are in discussion with TfL counterparts about the work programme for the next stage of work and arrangements for its funding. This work will form the basis for the further discussions with TfL senior officers mentioned in the letter.
- 3.4 The Deputy Mayor's letter confirms that she will be attending the autumn meeting of the WLEPB at which the work on development of the project can be discussed with her.

#### **4. NEXT STAGES**

- 4.1 If TfL agree to start work on the next stage of project development, there will be three main workstreams that will be taken forward:
- A series of technical studies examining issues like timetabling options, signalling, depot provision and choice of train motive power.
  - More detailed work on funding and financing. As mentioned at the last Board meeting, TfL's financial position means there is a particular need to build on high-level work done at Stage 1, which focused on development-linked funding options. This further work will consider the full range of options for funding the WLO, identifying the best ways forward and what TfL, the WLA and West London boroughs should do to secure and implement them. The output would form the basis of a funding/financing strategy for the WLO.
  - A fuller review and explanation of how investment in the WLO will help achieve sustainable growth in population and jobs in West London into the 2030s and beyond. This will provide a technically robust account of the importance of the WLO to sustainable and inclusive growth in West London, explaining (and as far as possible quantifying) the links between investment in the project and growth. This would provide a valuable resource that can be used in making the case for the project and in supporting the public consultation that will have to be carried out in the next stages of work.

As mentioned earlier, the WLA and West London boroughs will have a particular interest in the last two of these workstreams and are working with TfL on their procurement.

- 4.2 The second stage in developing the business case will take around 18 months and will be taken forward in two tranches – starting by ensuring there are no insuperable technical issues and then, assuming there are not, going on to detailed development of the scheme and the first round of public consultation (probably in summer/autumn of 2020).
- 4.3 Alongside this second stage of work it will be important to build on the work done to date to build stakeholder support for the WLO. The views of the Board on ways of doing this, and the identification of any stakeholders to be specifically engaged with, would be particularly valuable.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 Projections of the London population and economy into the 2030s and 2040s show that transport infrastructure is likely to become an increasing constraint on growth. There are already issues of poor orbital connectivity and congestion across West London; over time these will reduce the scale of growth possible on a sustainable basis and undermine the sub-region's competitiveness, social outcomes and quality of life. The recommendations in this report are part of a strategic approach to addressing these issues by providing a much-needed item of transport infrastructure connecting places where existing and new communities will live and work.

## **6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 6.1 The work done to prepare the strategic outline business case for the WLO has examined all the alternative options for making orbital journeys across West and north-west London that might deliver the three strategic options of enabling new homes and jobs; improving orbital transport connectivity; and enhancing public transport capacity in West London to tackle congestion and ensure resilience as the population grows. The WLO proposal reflects the outcome of that analysis.

## **7. POST DECISION IMPLEMENTATION**

- a. The project development programme set out in paragraph 2.1 of this report setting out how the WLO will be brought forward for services to start in the late 2020s will be refined and defined in further detail. In particular the programme of detailed work that will be carried out in the short- to medium term is being agreed with Transport for London. The outcomes of this work will be incorporated into the medium and longer-term planning activity of individual West London boroughs and of the WLA.

## **8. IMPLICATIONS OF DECISION**

### **a. Corporate Priorities and Performance**

- i. The West London Vision for Growth highlights improved orbital transport infrastructure as a priority for the Sub-Region.

### **b. Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- i. Delivery of the WLO will require significant resourcing should it progress. This will be sought from a variety of sources; identifying these and the steps required to realise them will be a particular focus of the next stage of work in developing the business case.

### **c. Social Value**

- i. The proposals set out in this report support improved health and wellbeing

outcomes for West London's people and the enhanced competitiveness and success of its businesses by providing greater connectivity and cutting congestion. Better orbital public transport will improve air quality and other environmental issues.

- ii. In particular, the WLO will reduce the level of pollution travellers are exposed to compared to equivalent journeys by road. It will improve journey times, giving greater access to better paying jobs and so boosting disposable incomes. More specifically, the WLO will enable people living in areas of higher deprivation and lower incomes to access the 100,000 new jobs expected to be created in major regeneration opportunities at Brent Cross, Old Oak/Park Royal, Wembley and Hounslow.

#### **d. Legal and Constitutional References**

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

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

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

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

#### **e. Risk Management**

- i. The risk of not taking early action to improve connectivity across West London is that growth will be lower and of a poorer quality than would otherwise be the case – resulting in fewer new homes and jobs for a growing population, a smaller tax base and lower investment and quality of life than would otherwise be the case.

**f. Equalities and Diversity**

- i. This work currently has no direct equality or diversity implications. If delivered, however, the WLO would connect many of the sub-region's most deprived communities with employment opportunities and growth areas. This will enable them to access job and other opportunities at a lower cost and more quickly than would be possible by other forms of public transport or the private car. A full Equalities Impact Assessment would be carried out as the project proceeds to formal approval.

**g. Consultation and Engagement**

- i. This work does not currently involve public consultation, although this is something that will take place in the next stages of business case development (see paragraph 4.2). All West London boroughs, the GLA, TfL and the Old Oak/Park Royal Mayoral Development Corporation and representatives of local businesses have been engaged with development of the project to date. Should it proceed, one of the major elements of work will be to develop a communications strategy to explain the project and the benefits it would bring and to build stakeholder support – this is a key aspect of the work described in this report. As the project moves towards the point at which public consultation will be required a full community engagement and consultation plan will be developed.

	<b>West London Economic Prosperity Board 10</b>
	<b>19 June 2018</b>
<b>Title</b>	<b>Inward Investment update</b>
<b>Report of</b>	Amar Dave, LB Brent
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	Appendix One: Report from Growth Summit, 30 October 2018
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, wardlu@ealing.gov.uk
<b>Summary</b>	
<p>At its meeting in November 2018 the West London Economic Prosperity Board (WLEPB) received a presentation relating to the boroughs' shared inward investment and trade promotion scheme, Capital West London, which forms part of the West London Growth Action Plan. The aim of Capital West London is to leverage investments in to boroughs that may otherwise locate elsewhere, along with the new jobs, homes, and business rates associated with that investment.</p> <p>The WLEPB asked for progress updates to be brought back to it twice per year, setting out the impact the scheme is having and the position of various strands of activity. These updates also present an opportunity to shape future inward investment activity and to respond to emerging economic trends as they arise.</p> <p>The report provides a short overview on Capital West London's progress to date, including a suite of activity indicators, and gives an opportunity to ask questions and to identify any particular areas of focus that should be incorporated into the scheme. The report also contains in appendix one a summary report from the Growth Summit that took place on 30 October 2018.</p>	

## Recommendations

**Leaders are asked to:**

- 1. NOTE the main body of the report setting out progress delivering the scheme over the last six months, and appendix one, which sets out the key outputs of the Growth Summit that took place in October 2018.**

**2. IDENTIFY any opportunities or areas of potential interest to be incorporated into the scheme next year, and any stakeholders who they would like additional engagement with.**

**1. WHY THIS REPORT IS NEEDED**

- 1.1 This report represents the second update on the Capital West London (CWL) scheme to the WLEBP, which were requested by the Board at its meeting on 21 June 2018.
- 1.2 CWL was launched in March 2018 with the objective of attracting Foreign Direct Investment (FDI) to the sub-region that may otherwise have gone elsewhere in an uncertain global and national economic climate. This could for example include businesses looking to relocate their headquarters or other working premises, or to developers looking to develop on land to build new housing or employment space. It could also mean high-potential businesses based in West London boroughs being supported to grow and trade abroad, and so create jobs and a higher tax base here.
- 1.3 Since the March launch, CWL have developed a range of contacts and partnerships across the sector, including with London & Partners, Department for International Trade and West London Business, as well as colleges, universities, significant businesses, and a range of developers. It has also delivered a number of small business and trade promotion session relating to supporting small and high potential firms in West London who are looking to grow and trade.
- 1.4 CWL has also launched a new, high-quality website for West London boroughs, <https://capitalwestlondon.co.uk/> that has been developed in partnership with borough officers and contains pages dedicated to each West London borough. CWL also held on boroughs' behalf a significant annual "Growth Summit" on 30 October in Wembley to showcase what West London borough have to offer, the report for which is contained within appendix one of this report.
- 1.5 Since the Growth Summit CWL have undertaken a number of engagement and networking events with small and high potential businesses in West London to support them to grow and to trade, and also be attending MIPIM in order to connect high quality investors with specific opportunities across West London
- 1.6 In addition to the work outlined above there are a number of key activity areas associated with the CWL scheme and performance in these areas to date, is set out in the Summary Table below:

Indicator	Number
Housing and employment opportunity sites identified by boroughs	17
Delegates engaged with at Small Business Trade event in May 2019	64
Growth summit delegates	268
Contacts on main database	6031

Item	Number
Business contacts on trade database	527
Meetings from MIPIM about borough opportunity sites	22
Contacts above now in touch with boroughs	6
MIPIM lunch delegates	59
Total contacts engaged with in relation to opportunity sites and trade promotion to date	567

- 1.7 Any additional points identified by the WLEPB as priorities will be incorporated into the CWL workplan.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To provide democratic oversight of and engagement with the CWL scheme, and to ensure the programme of work reflects borough and shared sub-regional priorities.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 It would be possible to undertake inward investment activity at the borough-level and there are examples in some areas of this working effectively. We do know however that many boroughs can find it a challenge to resource inward investment activity locally, and that the scale and large number of London boroughs can in some circumstances make it difficult to attract a critical mass of international interest. We also know that major national and London-organisations often state that they prefer to engage with groups of boroughs together, given the natural economic scale that such groupings have compared with individual areas.

- 3.2 The approach of combining the weight and shared visibility of West London boroughs, whilst also creating space for them to tell their individual stories and opportunities, has been designed to address these issues. The model of delivering it through an experienced external provider with support from external sponsors is intended to support continuity of the scheme, should it be seen to deliver the results in terms of new investment secured that West London boroughs are targeting.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any actions identified by the WLEPB will be incorporated into the CWL work programme for the coming year.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The West London Vision for Growth highlights securing inward investment from

private enterprise as a priority for the sub-region.

## **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 None. This is a for-information report.

## **5.3 Social Value**

5.3.1 The proposal set out here support improved health and wellbeing outcomes for people and businesses in West London by bringing investment into the sub region and creating jobs for people here.

## **5.4 Legal and Constitutional References**

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

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

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

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

## **5.5 Risk Management**

5.6 The risk of not taking early action to improve joined up, high quality across West London is that growth across West London boroughs is lower than might otherwise have been the case, resulting in few jobs, a smaller tax base, and lower levels of investment than would otherwise be the case.

5.7 **Equalities and Diversity**

5.8 None

5.9 **Consultation and Engagement**

5.10 n/a this is a discussion item.

**6. BACKGROUND PAPERS**

Appendix One: Report from Growth Summit, 30 October 2018



CAPITAL WEST LONDON<sup>10</sup>



# 2018 Growth Summit Report

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## Overview

The Capital West London Growth Summit took place at The Drum, Wembley on the 30<sup>th</sup> of October 2018.

This was the first such event, and the first major event under the Capital West London banner. It was designed to bring together the sub-region's stakeholders along with interested parties from outside, to provide a snapshot of West London, the key opportunities, and the reasons to invest. It was also a major opportunity for West London to attract the attention of the GLA.

Sponsors of the event included:

- BLE
- Berkeley Group
- Middlesex University
- Prologis
- PWC
- Quintain
- Westfield
- Willmott Dixon
- Yoo Capital

Partners included:

- London Chamber of Commerce International
- London & Partners
- London Councils
- OPDC
- West London Business

Additional activity included:

- VIP Breakfast, sponsored by Willmott Dixon
- Walking Tours of Wembley Park at lunchtime, hosted by Quintain
- Business Forum – a consultation event with West London-based businesses to inform the CWL trade strategy
- Drinks reception, sponsored by Westfield London marking their 10 year anniversary

## Conference Aims and Objectives

- To promote West London as a place to locate, invest and do business
- To demonstrate the political commitment from both the local authorities involved in the West London Alliance and the Greater London Authority to the Capital West London programme.
- To promote opportunities within the sub-region
- To create a ‘showcase’ for the key infrastructure, retail, commercial, community and residential developments taking place
- To promote the sub-region – highlighting its unique offer in terms of leisure, culture and tourism
- To bring together the public and private sectors in an effective and collaborative partnership approach
- To bring together a curated group of occupiers – businesses with growth potential from a select group of sectors – to consult with over the shape of the CWL Trade programme.

## The event

Over 200 delegates attended the event and heard a range of public and private sector speakers.

- Three London deputy Mayors all emphasised GLA support for the WLA’s innovative collective endeavour
- Five local leaders showed the top-level political commitment to the Capital West London programme and the WLA’s collaborative working
- The West London Orbital project received broad interest and support
- Also discussed were housing, employment, culture, commercial space, industrial opportunities, the knowledge sector, and prospects for the West London economy.

The Business Forum was hosted specifically to talk to a number of occupiers fitting certain criteria:

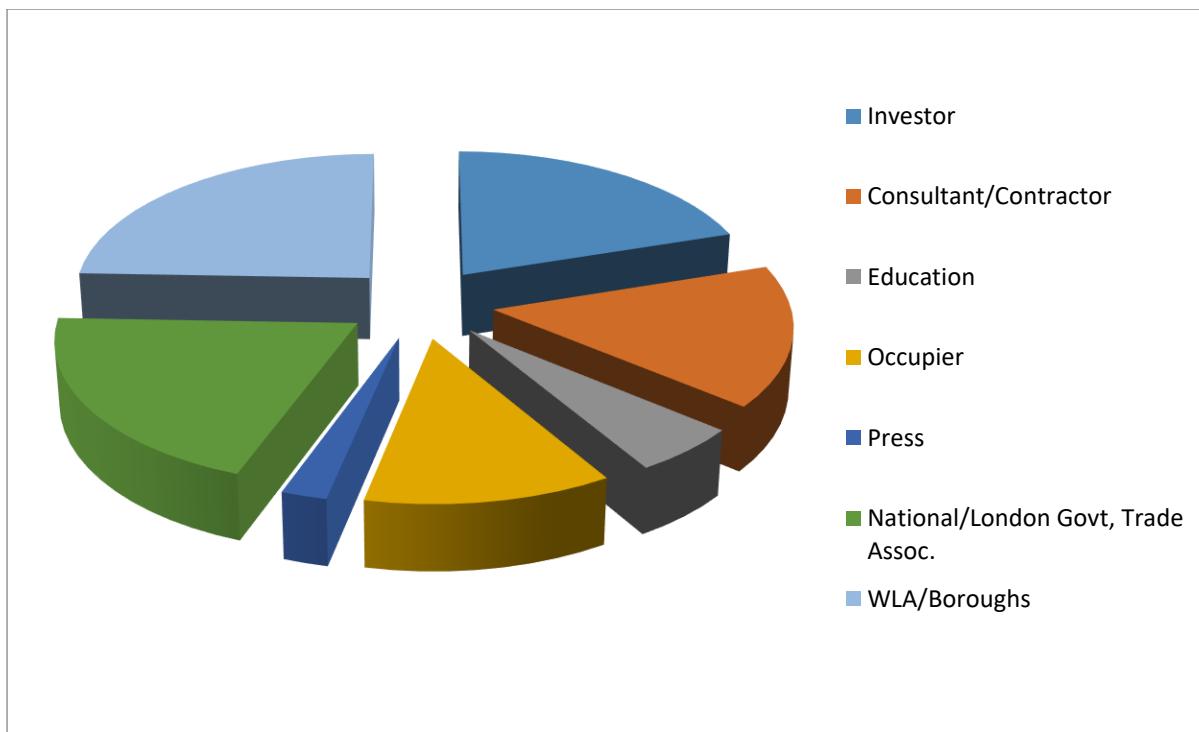
- Working in a Capital West London Priority Sector:
  - Creative/Digital/Tech
  - Logistics
  - Biopharma

- Food & drink
- Aviation
- Hospitality
- Currently actively exporting goods or services, or seeking to.
- Currently employing 10 or more staff
- Currently experiencing high growth (turnover, volume, staff or profit growing at 20% per annum or more) or planning to grow quickly in the short to medium term (24 months)

A number of trends emerged from the discussions, and while the notes are still being reviewed, the headlines were:

- Businesses want more communication from councils, and articulation of the West London offer. They welcomed the CWL programme.
- They are supportive of the councils' efforts to regenerate or improve town centres across the sub-region, and to deliver increased numbers of affordable homes.
- They are interested in export, and would welcome activity and support targeted at growing exports in Russia, India, and China in particular.
- They have Brexit concerns, in particular those in sectors where time sensitive or perishable products are involved – e.g. food.
- They would welcome support in accessing the apprenticeship levy

## Delegate demographics



The graph above shows the breakdown of delegates by activity. Over half came from the private sector, with investors showing as the largest private sector group.

## Promotion & Publicity

The marketing campaign will have benefited the overall CWL programme as well as driving interest in the event.

### Email

The key tool to tell people about the Growth Summit was email marketing. Our statistics show that there were 23,616 email opens across the email marketing campaign, with over 10,000 unique opens. We also achieved peak 'Click to open rates' of 11.49% - well above the industry average of 2.33%.

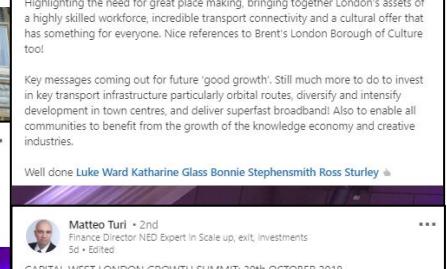
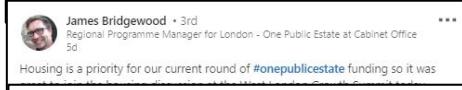
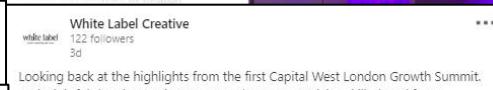
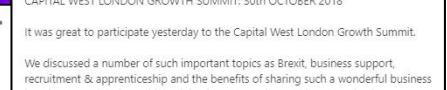
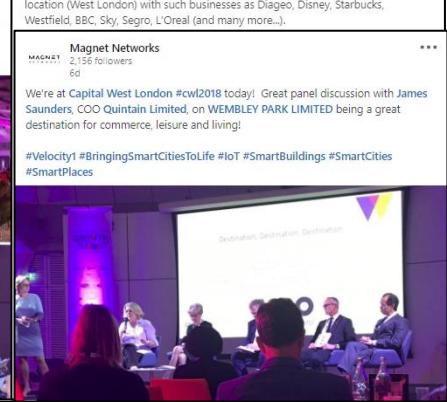
The email campaign has been seen by more people than attended the event, providing a useful marketing activity in and of itself as they would have all received messaging and promotion about West London as a location.

### Social media

There was also an active social media campaign across Twitter and LinkedIn.

Over the course of the promotional campaign we reached over 60,000 people, with 61.6k total impressions – over 500 impressions a day. In particular on the day of the event, the twitter page produced 64 tweets with 11,296 total impressions including live reporting from sessions.

Below are a few example LinkedIn posts before, during and after the event.

 <p><b>Bonnie Stephensmith</b> • 1st Head of Regeneration Marketing at White Label 6d</p> <p>All set for the Capital West London Growth Summit tomorrow! ▲ <b>Middlesex University Westfield BERKLEY HOMES LIMITED West London Business Yoo Capital Quintain Limited Ealing in London London Councils PwC Brent Council Harrow Council Hammersmith &amp; Fulham Council Barnet Council Willmott Dixon Old Oak and Park Royal Development Corporation (OPDC) Prologis London &amp; Partners #westlondon #eventprofs</b></p>	 <p><b>Ealing In London</b> • 2nd Ealing Council (London Borough of Ealing) Tw</p> <p>Find out more about Ealing Council's ambitious plans to create 2,500 more genuinely affordable new homes in the borough – the biggest council homebuilding programme in London. <a href="https://lnkd.in/gbcsbfq">https://lnkd.in/gbcsbfq</a></p>	 <p><b>Matthew Dilbien</b> • 2nd Head of Employment, Skills and Enterprise 5d</p> <p>Great event at Brent Civic Centre today, the inaugural Capital West London Growth Summit. Amazing speaker lineup including no less than 3 of Sadiq's deputy mayors spoke (Heidi Alexander, Jules Pipe and Justine Simons), plus great talks by a host of organisations including council Leaders, developers, universities, and business.</p> <p>It showcased why West London is a great place for development and business. Highlighting the need for great place making, bringing together London's assets of a highly skilled workforce, incredible transport connectivity and a cultural offer that has something for everyone. Nice references to Brent's London Borough of Culture too!</p> <p>Key messages coming out for future 'good growth'. Still much more to do to invest in key transport infrastructure particularly orbital routes, diversify and intensify development in town centres, and deliver superfast broadband! Also to enable all communities to benefit from the growth of the knowledge economy and creative industries.</p> <p>Well done Luke Ward Katharine Glass Bonnie Stephensmith Ross Starley</p>
 <p><b>James Bridgewood</b> • 3rd Regional Programme Manager for London - One Public Estate at Cabinet Office 5d</p> <p>Housing is a priority for our current round of #onepublicestate funding so it was</p>	 <p><b>Katharine Glass</b> • 1st Managing Director, White Label Creative 6d</p> <p>Great debate and discussion taking place at The Capital West London Growth Summit today - follow via twitter @CapitalWestLdn #cwl2018 #investment #london #westlondon</p>	 <p><b>Matteo Turi</b> • 2nd Finance Director NED Expert in Scale up, exit, investments 5d • Edited</p> <p>CAPITAL WEST LONDON GROWTH SUMMIT: 30th OCTOBER 2018</p> <p>It was great to participate yesterday to the Capital West London Growth Summit.</p> <p>We discussed a number of such important topics as Brexit, business support, recruitment &amp; apprenticeship and the benefits of sharing such a wonderful business location (West London) with such businesses as Diageo, Disney, Starbucks, Westfield, BBC, Sky, Segro, L'Oréal (and many more...).</p>
 <p><b>Richard Davidson</b> • 3rd Director at Willmott Dixon 6d</p> <p>Busy day ahead at the inaugural Capital West London Growth Summit. Some really great conversations already about #collaboration and working together to deliver solutions and #growth</p>	 <p><b>White Label Creative</b> white label 122 followers 3d</p> <p>Looking back at the highlights from the first Capital West London Growth Summit. An insightful day showcasing West London's connectivity, skilled workforce, booming creative industries and cultural offer, as well as the opportunities for future growth. #cwl2018 #investment #westlondon</p>	 <p><b>Magnet Networks</b> MAGNET 2,156 followers 6d</p> <p>We're at Capital West London #cwl2018 today! Great panel discussion with James Saunders, COO Quintain Limited, on WEMBLEY PARK LIMITED being a great destination for commerce, leisure and living!</p> <p>#Velocity11 #BringingSmartCitiesToLife #IoT #SmartBuildings #SmartCities #SmartPlaces</p>

In total the conference website amassed over 2000 users, and in total 3,022 sessions. The conference website was a specific stand-alone site, separate to the main Capital West London website.

#### Promotion by partner organisations

Many partners promoted the event both on social media and via e-marketing, including West London Business, LCCI, MIPIM Ladies (e-marketing to database), ULI (e-marketing to database) and Sharp Business Insights (e-marketing, social media and specific delegate sales), New London Architecture. This allowed us to reach not only our contacts but also our partners' contacts and again ensured that even if delegates were not present at the event they received messaging about the event and about West London.

## **Key Statistics**

- 36 Speakers
- Over 200 delegates
- 14 sponsors and partner organisations
- 6 boroughs
- 3 deputy mayors
- Over 2000 users visited the Growth Summit website
- 123 downloads of the Growth Summit app
- 22 Growth Summit news articles on the Capital West London website

## Testimonials

*A good event. The organisation and production was excellent and an informative and enjoyable experience.*

**Tony Laws, Land and Acquisition, Clearview Homes**

*Congratulations on the event this week. It was all very impressive and colleagues who I've spoken to since were very complimentary on the organisation and the content quality; also very impressed that you managed to get three Deputy Mayors there.*

**Tom Brooks, Business Services & Investment, Housing, Planning and Communities, London Borough of Hounslow**

*I thought it was a really good event and will recommend that we get as involved as possible with the next one.*

**Patrick Clarke, Commercial Development, TfL**

*I look forward to the next event.*

**Jasmine Matthias, Senior Sales Consultant, West Thames College**

*I thought the event was very good – and I got real value out of the business summit part – I was impressed by the conference programme*

**Stephen King, Head of Business & Enterprise, London Councils**

*Many congratulations on hosting an excellent and worthwhile Growth Summit meeting. I look forward to hearing about the next steps as the West London Alliance programme continues to support businesses and the area as a sub-region.*

**Veronica Heaven, Director, The Heaven Company**

## Actions and Next Steps

1. Review the success of the event, conduct all follow ups
2. Present to CWL Board and gauge appetite for future such events
3. Review Business Forum output – reconvene business attendees in January 2019 to shape trade programme
4. Continue the wider CWL programme for 2019, looking to engage more partners, sponsors, press, occupiers, developers, businesses and overseas audiences



# **West London Economic Prosperity Board - Forward Work Plan**

**February 2019 – March 2020**

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>
<b>27 February 2019</b>		
External Speaker	Chair of London First, Paul Drechsler CBE to discuss a range of issues including business priorities, Brexit, and infrastructure	Paul Drechsler, CBE
Brexit Analysis	TO NOTE emerging factual economic trends relating to Brexit	Luke Ward, WLA
Orbital Rail Outline Case Progress Review	TO NOTE progress towards the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
One Public Estate (OPE)	TO AGREE next steps progressing the West London OPE programme	Paul Najsarek, LB Ealing
Chair's Review of the Year/Annual Report	TO AGREE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>19 June</b>		
External Speaker	To engage in a discussion with the Director of the Centre for London about social and economic trends in West London over the coming years. This discussion is intended to support the Committee to identify any new priorities or to issues that it wants to explore further together e.g. in relation to technological change, the environment, housing or social inclusion. Any actions identified will be incorporated into the programme.	Ben Rodgers, Director, Centre for London
Refreshing the Vision for Inclusive Growth	TO AGREE the emerging priorities and timeline for the future Vision for Growth, including a comprehensive approach to partner engagement and messaging, alignment with Industrial Strategy, with a view to returning a final version to the September meeting of the WLEPB.	David Francis, WLA

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>
Strategic Investment Pool (SIP) – delivery and future rounds	TO NOTE progress delivering the successful SIP bids, TO NOTE arrangements for the second SIP round in 2019/20	Paul Najsarek, LB Ealing
Orbital Rail Outline Case	TO AGREE next steps in relation to the outline business case produced by WLA boroughs and TfL to bring forward this scheme and agree next steps.	Amar Dave, LB Brent
Capital West London progress review and performance report	TO UPDATE the Committee on progress delivering the service and the forward plan for the coming year.	Amar Dave, LB Brent
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>Sep 2019</b>		
External Speaker	Heidi Alexander, Deputy Mayor for Transport	Deputy Mayor for Transport
Orbital Rail Progress and next steps	TO NOTE the updated report on progress bringing forward the West London Orbital Scheme	TBC
Vision for Inclusive Growth Refresh	TO AGREE, subject to final comment, the refreshed Vision for Inclusive Growth	David Francis, WLA
Work & Health Programme performance update and next steps	TO NOTE the report updating on the progress of these two programmes	Paul Najsarek, LB Ealing
Digital Strategy and investment	To agree an approach in relation to securing funding to invest in digital and smart cities that supports local investment, jobs and growth.	TBC

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>
Strategic Infrastructure Pool	AT AGREE any actions required as part of the delivery of the SIP process, as well as in relation to Round Two SIP funding for 2019/2020.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>20 November 2019</b>		
External Speaker	TBC – suggestions from the Committee welcome	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	TBC
Industrial Strategy and Shared Prosperity Fund	TBC	Paul Najsarek, LB Ealing
Strategic Infrastructure Pool	AT AGREE any actions required as part of the delivery of the SIP process, as well as in relation to Round Two SIP funding for 2019/2020.	Luke Ward, WLA
Future Infrastructure Priorities	TO IDENTIFY future shared infrastructure priorities based on analysis prepared by borough officers	TBC
Report of the West London Skills Board	TO NOTE the progress made by the West London Skills Board over the previous year and its priorities for the year ahead.	Niall Bolger, LB Hounslow
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>26 Feb 2020</b>		
External Speaker	TBC – suggestions from the Committee welcome	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (officer)</b>
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Chair's Review of the Year/Annual Report	TO AGREE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
Possible External Speakers to be invited/return to a future EPB: Rt Hon the Lord Blunkett Jules Pipe Will Butler-Adams Rajesh Agrawal		

