



# **West London Economic Prosperity Board**

**Tuesday 6 December 2016 at 1.00 pm**  
Room 1 - London Councils

## **Membership:**

### **Councillors:**

Councillor Richard Cornelius, LB Barnet (Chairman)  
Councillor Muhammed Butt, LB Brent (Vice-Chairman)  
Councillor Julian Bell, LB Ealing  
Councillor Stephen Cowan, LB Hammersmith and Fulham  
Councillor Stephen Curran, LB Hounslow  
Councillor Sachin Shah, LB Harrow

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members.

Item	Page
1 <b>Agenda</b>	1 - 66

This is the full agenda pack for the 7 December 2016 meeting of the West London Economic Prosperity Board.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



## AGENDA

- Meeting:** West London Economic Prosperity Board
- Date:** Tuesday 6 December 2016
- Time:** 1.00pm (or at the rise of the preceding Leaders Committee) – 3.00pm
- Venue:** Room 1, London Councils, 59½ Southwark Street, London, SE1 0AL

Agendas and minutes for the West London Prosperity Board are available on the London Borough of Barnet website via the following link:

<http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=765>

### Members

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Councillor Julian Bell, LB Ealing  
Councillor Stephen Cowan, LB Hammersmith and Fulham  
Councillor Stephen Curran, LB Hounslow  
Councillor Sachin Shah, LB Harrow

### Substitute Members

Councillor Theo Dennison, LB Hounslow  
Councillor Roxanne Mashari, LB Brent  
Councillor Daniel Thomas, LB Barnet  
Councillor Keith Ferry, LB Harrow  
LB Hammersmith & Fulham – Vacancy  
LB Ealing – Vacancy

- 1. Minutes of the Previous Meeting** (Pages 5 - 10)
- 2. Apologies for Absence**
- 3. Declarations of Interest**

4. **Public Participation**
5. **Update on Actions from the Previous Meeting**  
*To receive verbal updates on matters arising from the previous meetings not covered elsewhere on the agenda*
6. **Heathrow Airport** (Pages 11 - 14)
7. **Housing Supply** (Pages 15 - 26)
8. **Area Review and Skills Commissioning** (To Follow)
9. **West London Economic Prosperity Board Forward Plan** (Pages 27 – 34)
10. **Functions and Procedure Rules (*for information only*)** (Pages 35 – 46)
11. **Any other item(s) the Chairman decides are urgent**
12. **Motion to Exclude the Press and Public**
13. **Work and Health Programme / Transformation Challenge Awards (Exempt)** (Pages 47 – 54)
14. **Any other exempt item(s) the Chairman decides are urgent**





# Decisions of the West London Economic Prosperity Board

21 September 2016

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (LB Barnet) (Chairman)

Councillor Muhammed Butt (LB Brent) (Vice-Chairman)

Councillor Julian Bell (LB Ealing)

Councillor Sachin Shah (LB Harrow)

Councillor Stephen Cowan (LB  
Hammersmith & Fulham)

Chief Executives:-

John Hooton (LB Barnet)

Mary Harpley (LB Hounslow)

Paul Najsarek (LB Ealing)

Carolyn Downs (LB Brent)

Michael Lockwood (LB Harrow)

## 1. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** that the minutes of the meeting held on 8 June 2016 be approved as a correct record.

## 2. APOLOGIES FOR ABSENCE

An apology for absence had been received from Substitute Member Councillor Theo Dennison (LB Hounslow) who had been due to attend in place of for Councillor Stephen Curran (LB Hounslow).

## 3. DECLARATIONS OF INTERESTS

None.

## 4. UPDATE ON ACTIONS FROM THE PREVIOUS MEETING

Dan Gascoyne (West London Alliance Director) advised the Committee that at the previous meeting held on 8 June 2016 the Board had agreed that an item on Housing and Planning Bill was scheduled to come to this meeting. It was reported that Chief Executives and Growth Directors had agreed to defer the item until the 7 December 2016 meeting and the work programme would be updated accordingly.

## 5. FUNCTIONS AND PROCEDURE RULES

The Chairman introduced the item and informed the Committee that a number of minor updates were required to the Functions and Procedure Rules to:

- Include Hammersmith & Fulham as a participating borough;
- Clarify provisions relating to the management of funding awards;
- Amend rules relating to quorum and the start time of the meeting; and
- Amend the provisions relating to special representatives.

**RESOLVED that:**

1. **The Board approve the updated Functions and Procedure Rules for the West London Economic Prosperity Board, as detailed in Appendix 1 to the report, and provisions relating to Special Representatives, as detailed in Appendix 2 to the report.**
2. **In accordance with section 4.7 of the Functions and Procedure Rules, the Committee unanimously agree that LB Hammersmith & Fulham become a member of the West London Economic Prosperity Board.**

## 6. WORK AND HEALTH PROGRAMME

Paul Najsarek (Chief Executive LB Ealing) presented a report which sought agreement from the Board to join with London Government and other sub regional groupings in pan-London negotiations in respect of the Work and Health Programme. The report sought agreement for the Board to reject the proposed arrangements detailed out in the draft Memorandum of Understanding between the West London Alliance and Department for Work and Pensions (DWP) in respect of the devolution of the Work and Health Programme.

In considering the report, the Board noted that the proposals set out in the MoU were significantly different to the devolution agreement detailed in the 2015 Spending Review.

Members noted that London Government had been lobbying DWP with the support from the Department for Communities and Local Government.

**RESOLVED that the West London Economic Prosperity Board:**

1. **Confirm that the Board will enter into negotiations with London Government and Department for Work and Pensions to secure a devolution deal in line with the 2015 Spending Review statement.**
2. **Agree that the West London Economic Prosperity Board Chairman be requested to contact the chairmen of the other London sub-regions, the Chairman of London Councils and the London Mayor setting out the West London position.**
3. **Delegate authority to the Chief Executive of LB Ealing to engage with West London boroughs, other London sub-regional groupings, the Greater London Assembly and London Councils to agree a better deal.**

4. **Encourage on-going engagement with the Department for Work and Pensions to influence the Work and Health Programme in order to drive local integration with other services and drive out better performance within the constraints of any commissioning arrangements finally put in place.**

## **7. SKILLS COMMISSIONING IN WEST LONDON**

Mary Harpley (Chief Executive LB Hounslow) introduced a report on Skills Commissioning in London which sought agreement on the approach to future commissioning of skills provision in West London.

**RESOLVED that the West London Economic Prosperity Board:**

1. **Agree the establishment of a Skills and Employment Board to develop West London's commissioning intentions, accountable to the West London Economic Prosperity Board.**
2. **Invite officers to develop more detailed proposals for a West London commissioning function and recommend to the West London Post 16 Education and Training Area Review Steering Group that these proposals are captured in recommendations from the Area Review.**
3. **Commission a "Task and Finish Group" to consider the findings of the strategic review of Adult Community Learning in London and develop recommendations to be implemented by the Skills and Employment Board.**
4. **Agree that delegated authority be given to the Chief Executive of LB Hounslow to implement the recommendations in this report in establishing the Skills and Employment Board.**
5. **Nominate Councillor Julian Bell (LB Ealing) to serve on the London Councils Member Devolution Group as the representative for the West London boroughs.**

## **8. THE LONDON PLAN**

The Board received a presentation from Jules Pipe (Deputy Mayor for Planning, Regeneration & Skills) and Gerard Burgess (Senior Strategic Planner, GLA) on the London Plan and skills.

### **The London Plan**

The Board noted that there was a tension in Strategic Housing Land Availability Assessments in relation to the provision of land for housing and industrial uses.

Jules Pipe advised the Board that the GLA had developed an overarching strategic vision for a 'City in the West' based on a number of opportunity areas such as Southall, White City and Old Oak Common which were in progress and other areas such as Hayes, Kingston and Hounslow which were planned. It was agreed that the GLA project

team would engage with the West London Alliance and West London boroughs to co-design these proposals and link to existing sub-regional plans and strategies.

Board Members highlighted the following areas where the London Plan could be strengthened to support the West London sub-region:

- By recognising that delivering the required number of homes requires developments which require increased height and density and these types of developments needed to be supported in the London Plan as often local residents were opposed to these schemes;
- By developing a consistent narrative on the importance of using Compulsory Purchase Orders (CPOs) to facilitate regeneration schemes; and
- By the issuance of the Affordable Housing Supplementary Planning Guidance.

A Board Member questioned whether the London Plan could permit any local discretion regarding parking provision due to the differences between inner and outer London boroughs. It was advised that this was unlikely.

The Board requested that the GLA issue some guidance to London local authorities regarding the key issues in the LB Southwark 'Aylesbury' CPO ruling.

**RESOLVED that the Board:**

1. **Note the update on the London Plan timescales; and**
2. **Request that the areas as detailed above be taken into account in the development of the London Plan.**

**Skills Devolution**

Jules Pipe outlined the Mayoral priorities on skills and outlined the current position in relation to skills devolution in London. The Board noted that the whilst skills devolution 'offer' was currently under negotiation, the West London sub-region should work with the GLA on developing a skills strategy for London.

The Board requested that the GLA take into account the following:

- Taking steps to ensure that apprenticeships were high quality;
- That further work was required on developing the skills focus of the London Enterprise Panel; and
- Work was required on developing a London-wide skills commissioning strategy to include adult, further and higher education which was based on the profiles of local economies and utilised data derived from Areas Reviews;

**RESOLVED that the Board note the update on Skills Devolution and request that the areas as detailed above be taken into account by the GLA in future discussions with the Government and London boroughs.**

## **9. WEST LONDON INFRASTRUCTURE PRIORITIES**

Paul Najsarek (Chief Executive, LB Ealing) presented a report which sought the views of the Board on identifying shared priorities relating to transport infrastructure to inform detailed transport modelling and cost benefit analysis to enable incorporation into Local Plans and to form the basis of lobbying activity with the GLA, Transport for London (TfL) and the Government.

**RESOLVED that Board would establish a common position on airport expansion at Heathrow following an announcement by the Government.**

**RESOLVED that further analysis be undertaken by Growth Directors prior to common positions on each of the following items being determined by the Board:**

- **Feasibility of establishing an orbital passenger rail connecting regeneration schemes;**
- **Benefits of increasing capacity at the Hanger Lane Junction, including the use of Section 106 funding to support delivery;**
- **Developing a comprehensive package of A406 North Circular Road improvements to improve traffic flows and reduce congestion**
- **Feasibility of increasing the number of trains per hour on the West London Line (London Overground) from four to 10, and Developing a cross-borough strategic approach to improving cycling provision to include East / West links and the development of cycle quietways.**

with findings to be reported back to a future meeting of the Board.

## **10. WEST LONDON ECONOMIC PROSPERITY BOARD FORWARD PLAN**

**RESOLVED that the Board approve the Forward Work Programme subject to a report on the Housing and Planning Bill being deferred until the December meeting.**

## **11. ANY OTHER ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

## **12. MOTION TO EXCLUDE THE PRESS AND PUBLIC**

Having considered the associated item in public session and having taken into account the information set out in the exempt report in reaching a decision on the item, the Board did not pass a motion to exclude the press and public.

## **13. WORK AND HEALTH PROGRAMME (EXEMPT)**

The Board noted the information set out in the exempt report.

**14. ANY OTHER EXEMPT ITEM(S) THE CHAIRMAN DECIDES ARE URGENT**

None.

The meeting finished at 11.27 am



## West London Economic Prosperity Board

**6 December 2016**

<b>Title</b>	<b>Heathrow Airport</b>
<b>Report of</b>	Paul Najsarek, London Borough of Ealing Chief Executive
<b>Wards</b>	All West London Boroughs
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Luke Ward, Interim Head of Growth, Employment and Skills, E: wardlu@ealing.gov.uk, T: 07738 802929

### Summary

In June 2016 the West London Economic Prosperity Board approved the Vision for Growth Action Plan, which is divided in to four themes: 1) Skills, employment and productivity, 2) A competitive business environment, 3) infrastructure and 4) housing. Heathrow Airport is of significant economic importance to the sub-region, and the combination of the forthcoming London Plan and London Transport Strategy, along with the recent announcement by Government about the third runway, mean that now is an opportune time to discuss and identify those areas where West London boroughs and Heathrow Airport might coordinate activity to deliver the best economic outcomes for people and businesses in West London.

### Recommendation

The Board is requested to discuss and identify any areas the West London Boroughs represented on the Economic Prosperity Board may wish to coordinate activity with Heathrow on, for example in relation to job creation, apprenticeships, infrastructure, inward investment, or supply chain development.

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

1.1 As set out above.

## **2. REASONS FOR RECOMMENDATIONS**

2.1 To deliver the ambitions set out in the West London Vision for Growth.

## **3. IMPLICATIONS OF DECISION**

### **3.1 Corporate Priorities and Performance**

3.1.1 To support the delivery of the West London Alliance Vision for Growth Action Plan.

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

3.2.1 N/A

### **3.3 Legal and Constitutional References**

3.3.1 West London Economic Prosperity Board Functions and Procedure Rules – item 3.11 states that a function of the Board is “Inviting special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, higher education sector, schools, voluntary sector, and health sector to take an interest in, and/or seek to influence, the business of the committee including by attending meetings and commenting on proposals and documents.”

### **3.4 Risk Management**

3.4.1 N/A

### **3.5 Equalities and Diversity**

3.5.1 N/A

### **3.6 Consultation and Engagement**

3.6.1 N/A

#### 4. BACKGROUND PAPERS

- 4.1 West London Economic Prosperity Board, 8 June 2016, Agenda Item 7, West London Vision for Growth:  
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=765&MId=8563&Ver=4>

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	<p><b>West London Economic Prosperity Board</b></p> <p><b>6 December 2016</b></p>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Accelerating the Delivery of Housing Supply</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Mary Harpley, Chief Executive, LB Hounslow</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>None</p>
<p style="text-align: right;"><b>Officer Contact Details</b></p>	<p>Rachel Ormerod, Head of Housing, West London Alliance (WLA)</p>

<h2 style="margin: 0;">Summary</h2> <p style="margin: 10px 0;">This paper outlines the key issues relating to increasing the delivery of housing supply in West London, and proposes steps to take forward the housing elements of the West London Vision for Growth Action Plan, which was approved by the West London Economic Prosperity Board on 8 June 2016.</p>
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<h2 style="margin: 0;">Recommendations</h2>
<p><b>The Board is recommended to:</b></p> <ol style="list-style-type: none"> <li>1. <b>Endorse the view that a key step towards increasing housing supply is to accelerate the delivery of new housing.</b></li> <li>2. <b>Agree that in order to increase and accelerate the delivery of new housing supply, Growth Directors should be authorised to:</b> <ol style="list-style-type: none"> <li>a) <b>Establish a Joint Housing Supply Task Force: to be overseen by the Growth Directors Board and coordinated by West London Alliance (WLA) officers, consisting of boroughs, public sector asset managers, registered providers (RPs) and developers, chaired by a third party</b> <ul style="list-style-type: none"> <li>○ <b>The aim of the Task force will be to build on previous work that has identified barriers to housing supply, to propose strategies and solutions</b></li> </ul> </li> </ol> </li> </ol>

**to accelerate the delivery of new housing supply in West London, and build partnerships that can realise this ambitions.**

- **Output: to produce a jointly agreed West London proposal for accelerating the delivery of housing supply**
- b) Establish a West London Skills Hub: In order to support and accelerate the delivery of Local Authorities' own new build programmes, the WLA will scope, define and, if appropriate, establish, a sub-regional skills hub for professional support on for example, site assembly, viability issues, etc. This would dovetail with any work at a pan-London level, rather than duplicating it.**
- c) Consider Out of London Property Purchase options: to look at bulk purchase options for larger (50+ unit) schemes. Work needs to be done to consider financial models, and to specify individual borough requirements, prior to commissioning the procurement of potential schemes. It is recommended that WLA will work with potential suppliers to develop a business case and a feasibility study around bulk purchase options, with a view to procuring the first scheme by the end of 2017/18.**
- d) Commission a Strategic Housing Market Assessment (SHMA): to publish a West London SHMA by end 2017, aligned with wider work on planning being led by the new West London Chief Planning Officers group. This will provide an evidence base for housing supply and identify the nature of the new build requirement and related infrastructure across the West London sub region, alongside the development of more locally specific SHMAs at borough level.**
- e) Submit a bid to the One Public Estate (OPE) Programme: to scope and develop a WLA bid to One Public Estate, for resources to:**
  - **Engage with the North West and North Central Health Sustainability and Transformation Plan (STP) processes, and identify opportunities to develop housing on NHS land, at borough and sub-regional levels.**
  - **Coordinate the identification and mapping of development opportunities on brownfield sites in West London, and review derelict sites, in coordination with the London Land Commission (LLC).**
  - **Progress LLC project to ensure that all publicly owned sites in west London are mapped.**
  - **Establish a single point of contact that public sector land holders can engage with at sub-regional level, to bring forward sites in partnership with boroughs, and ensure that boroughs get first refusal on such sites, and that they are developed as far as possible, in line with local and regional housing requirements. This post would complement any strategic work done at a pan-London level, and there would be a delineation of responsibilities.**
- f) Work with Pan-London projects: London Councils is working to initiate a pan-London Collaborative investment vehicle for new supply. Ensure that sub regional working dovetails with and complements this, filling gaps where necessary.**

## 1. Background

- 1.1 The WLA Growth Directors recognise the need for an increase in housing supply. This paper outlines the issues, and makes recommendations about how boroughs can work jointly to help achieve an increase in the delivery of housing that meets the needs of people living and working in London, and supports economic growth to benefit all. This paper also recommends ways to take forward some of the ideas from the West London Property Strategy review commissioned by the WLA in 2014, as well as the action points relating to housing set out in the WLA Vision for Growth Action Plan .

## 2. Context

- 2.1 **The National context:** The challenges and opportunities presented by the Housing and Planning Act were set out in a previous paper to the Board and EPB. It is likely that further significant changes will be announced in the Government's forthcoming White Paper on Housing Supply. In his speech to the Conservative party Conference, Communities Secretary Sajid Javid stated:

“my message is very clear: it's time to get building. The big developers must release their stranglehold on supply. Time to stop sitting on land banks, delaying build-out: the homebuyers must come first”

- 2.2 He went on to stress that increasing the stock of affordable housing was a moral imperative, and reiterated the government's ambition for “a million new homes by 2020”.
- 2.3 The government's Autumn statement announced on 23<sup>rd</sup> November, promised a £2.3bn housing infrastructure fund to create up to 100,000 more homes in high demand areas, and £1.4bn to construct 40,000 affordable homes. Other national measures already announced include:
- £3bn Home Building Fund (for loans to SME builders)
  - £2bn investment ‘to encourage new developers to build at up to double the rate of traditional house builders’ on surplus public land.
- 2.4 **The London Context:** London's housing grant settlement for 2016-2021 is £3.15bn for 90,000 affordable homes, also announced in the Autumn Statement. The GLA expects to publish its prospectus for new housing bids at the end of November, along with new Supplementary Planning Guidance covering affordability and viability issues. The Mayor is proposing to fund 3 core affordable housing products: low rent housing, London Living Rent intermediate rented housing, and Shared Ownership.
- 2.5 The Mayor is keen to increase the existing London Plan Targets for housing in order to better address London's housing needs, although the new London Plan will not come into force until autumn 2019.

2.6 **The borough context:** For local authorities the key drivers for increasing housing development include:

- Increasing demand- homelessness and overcrowding, increasing numbers of people priced out of market housing and reliant on housing subsidy.
- High temporary accommodation (TA) costs: The most common cause of homelessness is eviction from private rented accommodation. Councils placing people back in the private rented sector have to meet the increasing shortfall between private rents and the temporary accommodation subsidy from their general fund (i.e. local taxation).
- Supporting economic Growth: LAs as place shapers
- Need to cut costs as councils budget continue to come under pressure
- Restrictions on use of right to buy (RTB) receipts
- Housing & Planning Act: replacement of high value sales
- Cost of homelessness and social support/ health

### 3. Cost of not building enough housing that Londoners can afford:

3.1 **Economic impacts** High housing costs reduce economic output if they deter people from moving to cities like London where the cost of living is growing faster than average earnings. High housing costs also reduce output by increasing employee wage demands and thus reducing employment: Centre for Economics and Business Research (CEBR) have estimated that the real cost to businesses of London's house price growth above the general rate of inflation since 2005 was an additional £5.4bn wage premium in 2015 – an extra £1,720 per employee to compensate for housing costs.

3.2 London's employers are increasingly concerned at the impact of high housing costs on their businesses. A survey by Fifty Thousand Homes and Grant Thornton found that 84% of businesses in London believe that its high housing costs and housing shortage pose a risk to its economic growth, while 72% are concerned about the impact on their staff recruitment and retention and 21% are so concerned that they think they might need to relocate their business to cope with these pressures.

3.3 High housing costs also mean London households have less left over to spend in other areas. CEBR reported that high housing costs removed £2.7bn a year in consumer spending. The effect of the housing market on land use patterns in London also has significant economic implications. If enough suitable sites cannot be found for housebuilding, the very high values commanded by residential development could mean large swathes of employment land are lost to housing.

3.5 **Social impacts:** As a result of the ongoing housing shortage, London suffers from far higher rates of both overcrowding and homelessness than the rest of the country. The proportion of overcrowded households has risen from 5.5% in 2000/01 to 7.9% in 2013/14 (with a particularly rapid increase in the private rented sector), while the number of homeless households placed in temporary accommodation by London boroughs has risen 42% in the last year to 51,000, or around one in seventy of all households in London.

- 3.6 As London's recent experience shows, an under-supply of housing does not prevent rapid population growth but can simply redirect it into the existing housing stock. This displaced population growth cannot easily be predicted or planned for, and is not accompanied by the services and infrastructure that are planned alongside and often funded by new development)
- 3.7 Whilst newly built homes are generally accompanied by (and/or funded by) new services and infrastructure, unplanned population growth accommodated by overcrowding the existing housing stock is not: causing stress not only on households themselves but on the infrastructure in general (schools, transport health and social services).

#### 4. **Current barriers to meeting new supply targets**

- 4.1 There are major barriers that need to be addressed if new supply is to be delivered in the quantities and within the timescales being proposed. These barriers include:
- **Land costs:** the very high cost of land in London, and particularly in west London, makes viability an issue
  - **Site availability:** land banking and planning restrictions such as MOL (Metropolitan Open Land) help create scarcity
  - Site assembly can be extremely difficult as most sites are brownfield, may be in multiple ownership, and the costs for clearance and decontamination can be high.
  - **Viability:** developers can now challenge existing s.106 requirements, causing delays. Furthermore, there is no single model for viability assessments, which can exacerbate argument and cause delays, but can also work in authorities favour.
  - **Planning issues:** developers unwillingness to provide the amount of affordable housing required, at the required density and to pay infrastructure levy costs
  - **LA's borrowing capacity** restricted
  - Uncertainty around detail of **Housing & Planning Act 2016** and the forthcoming Housing Supply White Paper
  - Political uncertainty following exit from the European Union
  - **Municipal rented housing issues:** 1% rent cut/Benefit caps/ universal credit: all impact on revenue stream, and therefore ability to service any debt.

#### 5. **Initiatives to address blockages in new supply**

##### 5.1. ***Publicly Owned Land***

- 5.1.1 A number of initiatives exist around identifying, releasing, and getting best value out of publicly owned land, for, amongst other things, increasing housing supply. These include:

5.1.2 **One Public Estate** - The government is keen for public bodies to sell off their assets and /or use them more efficiently: The One Public Estate Programme provides funding from LGA/ Cabinet Office to facilitate the release of public land and property to be used to stimulate economic growth, regeneration, new housing and jobs. Public bodies are required, and indeed are keen to attract the best price for selling off land that is no longer needed, so public land is not necessarily cheap to buy. And furthermore, just selling land does not mean it will be developed.

5.1.3 The **London Land Commission** was set up by the Greater London Assembly (GLA) in 2015 to identify publicly owned brownfield land for development, and to help co-ordinate and accelerate the release of land for new housing. The project has already mapped much publicly owned land in London on the ePIMs system, but relies on boroughs to provide the information and keep it up to date.

5.1.4 In West London, the WLA Vision for Growth Action Plan includes the aim of ensuring that where public sector land is sold,

*“Local Authorities should be given first refusal to purchase at existing use value, thus ensuring not only that the land is used for much needed housing, but that the uplift in value on market sale homes is reinvested in infrastructure or subsidized housing”.*

5.1.5 In 2014, West London commissioned a **Property Strategy** to review issues around the use of publicly owned land and property, and develop ideas for efficient use of such land particularly for additional housing supply. A key recommendation was the need for a dedicated post to work with public bodies to unlock opportunities across West London to bring forward new sites.

5.1.6 There is also need to engage with the **North West London Health Sustainability and Transformation Plan (STP)**, being led by the WLA, to identify opportunities to develop housing on existing NHS sites, with the NHS perhaps retaining an equity stake in the land.

#### **Recommendations:**

It is recommended that the WLA formulates an OPE funding bid for resources to

- Engage with the North West and North Central Health STP processes, and identify opportunities to develop housing on NHS land, at borough, sub regional levels.
- Coordinate the identification and mapping of development opportunities on brownfield sites in West London, and review derelict sites located on green belt land, in coordination with the London Land Commission.
- Progress LLC/ ePIMs project to ensure that all publicly owned sites in west London are mapped
- Establish a single point of contact for public sector land holders (Met, NHS, MoD) to engage with at sub-regional level, to bring forward sites in partnership with boroughs to ensure that boroughs get first refusal on such sites, and that they are developed in line with local and regional housing requirements.

## 5.2. **Regeneration Schemes, Housing Zones and the Old Oak & Park Royal Development Corporation (OPDC)**

5.2.1 The West London Vision for Growth sets a target of delivering 71,000 new homes across West London. This includes new homes in borough regeneration areas, and in particular in the seven housing zones now identified for the sub region:

- Alperton (LB Brent)
- Heart of Harrow (LB Harrow)
- Hounslow Town Centre (LB Hounslow)
- Southall (LB Ealing)
- Wembley (LB Brent)
- Hayes Town Centre (LB Hillingdon)
- Feltham (LB Hounslow)

### **Recommendations:**

**Establish a Joint Housing Supply Task Force:** to be coordinated by WLA officers, consisting of boroughs, public sector asset managers, RPs and developers, chaired by a third party, which will:

- Build on previous work that has identified barriers to housing supply, to propose strategies and solutions to accelerate the delivery of new housing supply in West London, and build partnerships that can realise this ambitions.
- Build partnerships across borough boundaries with developers and housing providers to deliver step change in new housing units.
- Review the development options set out in the West London Property Strategy paper
- Consider pros and cons of harmonising s.106 requirements across West London
- Consider the benefits of using a single viability model
- Produce a jointly agreed West London Accord to Accelerate the Delivery Housing Supply

5.2.2 In addition to the housing zones, the Old Oak Common & Park Royal Development Corporation (OPDC's) planning framework, which was approved in November 2015, aims to deliver 25,500 new homes and 65,000 jobs in the area.

5.2.3 The West London Economic Prosperity Board has indicated an ambition to increase the housing targets for the OPDC as well as across West London generally. There is a need not only to increase overall numbers, but to deliver existing targets more quickly, and to increase the proportion of housing that Londoners can afford to live in, in order to boost economic growth.

## 5.3. **Planning Issues**

5.3.1 Some of the key issues in speeding up the delivery of housing relate to viability assessments and s.106 agreements. Borough requirements on

affordability, density and infrastructure levies vary according to local policy and context, and developers use their own preferred viability models, if allowed to, which often lack transparency. Solutions could include:

5.3.2 Ensure uplift in land values resulting from planning and development is captured to fund required infrastructure – particularly for publicly owned land. Address scarcity of land: actively identify derelict parcels of land that are not required for environmental sustainability and could be developed for housing and publicly accessible green space, in partnership with local communities.

#### 5.4. ***Large Scale Property Purchase Options***

5.4.1 All the West London boroughs are now actively considering, or have already set up, schemes to purchase property either for use as temporary accommodation or private rented accommodation, in most cases at or below Local Housing Allowance (LHA) rates.

5.4.2 For properties to be affordable, boroughs are increasingly having to look at out of London options. Borough schemes tend to be based on spot purchase of individual units, but Housing and Growth Directors agree that joint working on bulk purchase of entire schemes could be beneficial, both in terms of getting the best price and in terms of sharing risk.

5.4.3 While most boroughs have, or are developing, their own schemes for spot purchase of individual units, Housing and Growth Directors recommend that boroughs work jointly on bulk purchase options for larger (50+ unit) schemes.

5.4.4. Work must be done to consider financial options and models, and to specify individual borough requirements, prior to commissioning the procurement of potential schemes.

#### **Recommendation:**

Consider Out of London Property Purchase options - The WLA will work with potential suppliers to develop a business case and a feasibility study into bulk purchase options, with a view to procuring the first scheme by the end of 2017/18.

#### 5.5. ***Skills Hub***

**Recommendation:**

Establish a West London Skills Hub: In order to support and accelerate the delivery of Local Authorities' own new build programmes, the WLA will scope, define and, if appropriate, establish, a sub-regional skills hub for professional support on for example, site assembly, viability issues, etc. This would dovetail with any work at a pan-London level, rather than duplicating it.

**6. Insight and Evidence base**

- 6.1 Although the evidence on trends shows a massive projected population increase in London, recent political upheavals and the rapid readjustment of the housing market may alter the projections. A review of population trends and the need for housing and other infrastructure across west London as a whole is needed.

**Recommendation:**

To jointly commission a West London Strategic Housing Market Assessment

**7. Conclusion**

- 7.1 Although the challenge to increase supply and particular to address affordability issues in London is enormous, by working together to address the issues outlined above, west London boroughs can achieve the necessary step change in delivery, to help ensure that Londoners can afford decent homes to live in and ensure that businesses can thrive for the benefit of all.
- 7.2 The Practical actions set out in the West London Vision for Growth Action Plan, and expanded on in this report will support the delivery of higher supply of housing over the medium and shorter term.

**8. IMPLICATIONS OF DECISION**

**8.1. Corporate Priorities and Performance**

- 8.1.1 The Priorities for west London are set out in the WLA Vision for Growth and the vision for Growth Action plan. Delivery is overseen by the West London Growth Directors Board.

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

- 8.2.1 The proposals set out in this paper will need to be assessed individually for resourcing. Some, like the SHMA will need to be reviewed by Growth

Directors, to identify resources from boroughs, others consist of agreement to bid for external funding like the OPE work.

### **8.3. Social Value**

8.3.1 The aim of accelerating the delivery of housing supply is key to the wellbeing of residents and supporting the local economy.

### **8.4. Legal and Constitutional References**

8.4.1 The Functions and Procedure Rules of the West London Economic Prosperity Board include:

- 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 local authorities in discussion and negotiations in relation to pan-London matters relating to economic prosperity
- Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating authorities.
- Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.

### **8.5. Risk Management**

8.5.1 Overseen by the West London Growth Directors Board

### **8.6. Equalities and Diversity**

8.6.1 The proposals set out in this paper seek to address issues of increasing inequality resulting from the unfettered London housing market.

### **8.7. Consultation and Engagement**

8.7.1 The proposed Housing Task Force will be the key tool for wider consultation and engagement with key players in housing supply in West London.

### **8.8. Insight**

8.8.1 The proposed Strategic Housing Market Assessment will provide an evidence for the development of new housing supply in West London going forward.

**9. BACKGROUND PAPERS**

9.1 None.

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## West London Economic Prosperity Board

6 December 2016

<b>Title</b>	<b>Forward Plan of the West London Economic Prosperity Board</b>
<b>Report of</b>	Dan Gascoyne, West London Alliance Director
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	Appendix 1: Economic Prosperity Board Forward Plan
<b>Officer Contact Details</b>	Luke Ward, WLA Interim Head of Growth, Employment and Skills, <a href="mailto:wardlu@ealing.gov.uk">wardlu@ealing.gov.uk</a> , 07738 802 929 Andrew Charlwood, Head of Governance, LB Barnet, <a href="mailto:andrew.charlwood@barnet.gov.uk">andrew.charlwood@barnet.gov.uk</a> , 020 8359 2014

### Summary

This report sets out the 12 month forward plan of work for the West London Economic Prosperity Board.

### Recommendations

1. The Board note the Forward Plan set out in Appendix 1.
2. The Board identify any additional items to be added to the Forward Plan for consideration at a future meeting.

#### 1. WHY THIS REPORT IS NEEDED

- 1.1 To ensure that the Board plans its work and makes effective decisions.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To ensure that the business of the Board reflects the priorities of councils in West London and the priorities set out in the West London Vision for Growth.

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

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The Forward Plan will be maintained by the Economic Prosperity Board host authority (LB Barnet from December 2015 to May 2017) and will be developed in consultation with Growth Directors, Chief Executives and the West London Alliance Director.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Priorities and Performance**

- 5.1.1 Not applicable as this item relates to business management activity rather than the delivery of specific elements of the West London Vision for Growth.

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

- 5.2.1 None in the context of this report. Resource implications will be dealt with for individual items considered for the Economic Prosperity Board.

### **5.3 Legal and Constitutional References**

- 5.3.1 The West London Economic Prosperity Board is a joint committee set up under section 102 of the Local Government Act 1972. This section allows two or more authorities to form a joint committee. The boroughs involved are Barnet, Brent, Hammersmith & Fulham, Harrow, Hounslow and Ealing. The Board's Functions and Procedure Rules provide for Hillingdon to potentially join later. The boroughs making up the Board will be bound by the decisions made even if they voted against them. The Board will be able to make decisions on anything that falls within the Functions and Procedure Rules. Any liabilities associated with the Committee will be allocated equally amongst the participating boroughs.

### **5.4 Risk Management**

- 5.4.1 Risks will be dealt with for individual items considered for the Economic Prosperity Board. The Forward Plan will be kept constantly under review so that it has flexibility to respond to new and emerging policy agendas and issues.

## **5.5 Equalities and Diversity**

5.5.1 Equalities and diversity issues will be addressed within items considered by the Economic Prosperity Board.

## **6. BACKGROUND PAPERS**

6.1 None

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

**December 2016 - May 2017**

Contact: Andrew Charlwood, 020 8359 2014, [Andrew.Charlwood@Barnet.gov.uk](mailto:Andrew.Charlwood@Barnet.gov.uk)

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
<b>7 December 2016</b>		
Update on Actions from the Previous Meeting	To receive verbal updates on matters discussed at previous meetings not covered elsewhere on the agenda	Chairman
Heathrow Airport	TO DISCUSS development at Heathrow airport with its Chief Executive, and to identify and leverage any areas of mutual interest i.e. employment and apprenticeship opportunities, supply chain, transport infrastructure opportunities	Paul Najsarek, LB Ealing
Housing Supply	TO AGREE proposals for increasing the strategic supply of new housing in West London	Mary Harpley, LB Hounslow
Skills Commissioning	TO NOTE progress on the Area Review into further education, next steps towards a Skills Commissioning Function	Mary Harpley, LB Hounslow, Cath Shaw, LB Barnet
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair of Growth Directors - TBC
Work and Health and Transformation Challenge Awards ( <i>Exempt</i> )	TO AGREE next steps towards delivering the Work and Health Programme, and note the progress and next steps of the Transformation Challenge Award programmes	Paul Najsarek, LB Ealing
<b>12 March 2017</b>		
Update on Actions from the Previous Meeting	To receive verbal updates on matters discussed at previous meetings not covered elsewhere on the agenda	Chairman

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
One Public Estate	TO APPROVE a joint West London bid to the One Public Estate Programme	TBC
Transport Infrastructure – Evidence Base for Orbital Road and Rail	TO DISCUSS sub-regional transport infrastructure priorities following a presentation by external consultants in the context of influencing the London Plan.	Paul Najsarek, LB Ealing
Proposal for Delivering Work and Health Programme	TO AGREE final proposals for implementing the Work and Health Programme.	Paul Najsarek, LB Ealing
Adult Community Learning	TO AGREE recommendations for a sub-regional approach to Adult and Community Learning based on the findings of the ACL Task and Finish Group	Mary Harpley, LB Hounslow Cath Shaw, LB Barnet
Inward Investment	TO AGREE recommendations from Growth Directors Board for the establishment of a sub-regional inward investment programme that gives individual WLA boroughs greater access to international markets and global employers looking to relocate.	Brendon Walsh, LB Hounslow
Vision for Growth Annual Report and Forward Plan	TO COMMENT on the annual report of the Committee, and TO AGREE for Forward Plan.	TBC
<b>Items to be allocated</b>		
Employment & Skills Devolution in West London	Progress on the design and joint commissioning of employment support and the devolution of the Adult Education Budget	Cath Shaw, LB Barnet

<b>Title of Report</b>	<b>Overview of decision</b>	<b>Report Of (<i>officer</i>)</b>
Housing Supply Progress Update	TO COMMENT on the draft Housing Supply Accord and wider progress delivering increased housing supply in West London	TBC
Housing Supply Final Accord	TO AGREE a joint West London Housing Supply accord, following development by the Housing Supply Task Force	TBC
Skills Commissioning Final Proposals	TO AGREE proposals for sub-regional skills commissioning function	Mary Harpley, LB Hounslow, Cath Shaw, LB Barnet
Transformation Challenge Awards Final Evaluations	TO NOTE the findings for the TCA pilot programmes, and to agree next steps for those pilots with high returns.	Paul Najsarek, LB Ealing

**JOINT COMMITTEE OF THE BOROUGHES OF  
BARNET, BRENT, EALING, HARROW AND HOUNSLOW  
(KNOWN AS “WEST LONDON ECONOMIC PROSPERITY BOARD”)**

**Functions and Procedure Rules**

**1. Purpose of the Joint Committee**

- 1.1 The London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow (“the Participating Boroughs”) have established the Joint Committee pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The Joint Committee shall be known as ‘**WEST LONDON ECONOMIC PROSPERITY BOARD.**’
- 1.3 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.
- 1.4 The purpose of the Joint Committee will be collaboration and mutual co-operation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee.
- 1.5 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.
- 1.6 These Procedure Rules govern the conduct of meetings of the Joint Committee.

**2. Definitions**

- 2.1 Any reference to “Access to Information legislation” shall mean Part V and VA of the Local Government Act 1972 (as amended) and, to the extent that they are applicable, to the Openness of Local Government Bodies Regulations 2014 (as amended) and the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (as amended).
- 2.2 Any reference to “executive”, “executive arrangements”, “executive function” or “committee system” has the meaning given by Part 1A of the Local Government Act 2000.

### **3. Functions**

- 3.1 The Joint Committee will discharge on behalf of the Participating Boroughs the functions listed below related to promoting economic prosperity in West London:
- 3.1.1 Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating local authorities.
  - 3.1.2 Providing direction to a nominated lead borough on the allocation of any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving the approach to the procurement to be undertaken by the lead borough.
  - 3.1.3 Seeking to be the recipient of devolved powers and/or funding streams for the local government areas of the participating local authorities, which relate to the economic prosperity agenda.
  - 3.1.4 Exercising any such powers and allocating any such funding.
  - 3.1.5 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.
  - 3.1.6 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.
  - 3.1.7 Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
  - 3.1.8 Seeking to influence and align government investment in West London in order to boost economic growth within the local government areas of the participating authorities.
  - 3.1.9 Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.
  - 3.1.10 Representing the participating local authorities in discussions and negotiations with the Secretary of State for Communities and Local Government to encourage legislative reform enabling Economic Prosperity Boards, as defined by the Local Democracy, Economic Development and Construction Act 2009 Act, to be established by groups of boroughs in London.
  - 3.1.11 Inviting special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, higher education sector, schools, voluntary sector, and health sector to take an interest in, and/or seek to influence, the business of the committee including by attending meetings and commenting on proposals and documents.

3.2 In relation to the Participating Boroughs which operate executive arrangements only executive functions of each borough may be exercised.

#### **4. Membership and Quorum**

4.1 The membership will comprise of 6 members with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.

4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.

4.2.1 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.

4.2.2 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one of its senior councillors.

4.3 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.

4.4 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.

4.5 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.

4.6 Where a Participating Borough wishes to withdraw from membership of the Joint Committee this must be indicated in writing to each of the committee members. A six month notice period must be provided.

4.7 When a new borough wishes to become a Participating Borough then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs.

4.8 The quorum for the Joint Committee is three members. If the Joint Committee is not quorate it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed until a quorum is achieved. If no quorum is achieved after 30 minutes has elapsed, the clerk will advise those present that no business can be transacted and the meeting will be cancelled.

## **5. Chair and Vice-Chair**

- 5.1 The Chair of the Joint Committee will be appointed for 12 months, and will rotate amongst the Participating Boroughs.
- 5.2 Unless otherwise unanimously agreed by the Joint Committee, each Participating Borough's appointed person will serve as chair for 12 months at a time. Where the incumbent Chair ceases to be a member of the Joint Committee, the individual appointed by the relevant borough as a replacement will serve as Chair for the remainder of the 12 months as chair.
- 5.3 The Joint Committee will also appoint a Vice-Chair from within its membership on an annual basis to preside in the absence of the Chairman. This appointment will also rotate in a similar manner to the Chair.
- 5.4 At its first meeting, the Committee will draw up the rotas for Chair and Vice-Chair respectively.
- 5.5 Where neither the Chair nor Vice-Chair are in attendance, the Joint Committee will appoint a Chair to preside over the meeting.
- 5.6 In the event of any disagreement as the meaning or application of these Rules, the decision of the Chair shall be final.

## **6. Sub-Committees**

- 6.1 The Joint Committee may establish sub-committees to undertake elements of its work if required.

## **7. Delegation to officers**

- 7.1 The Joint Committee may delegate specific functions to officers of any of the Participating Boroughs.
- 7.2 Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of the other boroughs.
- 7.3 It may also be subject to the requirement for the officer with delegated authority to consult with the Chair of the Joint Committee and the Leaders of the one or more Participating Boroughs before exercising their delegated authority.

## **8. Administration**

- 8.1 Organisational and clerking support for the Joint Committee, and accommodation for meetings, will be provided by the Participating Borough whose representative is Chair unless otherwise agreed by the Joint Committee. The costs of this will be reimbursed by contributions from the other Participating Boroughs as approved by the Joint Committee.

## **9. Financial matters**

- 9.1 The Joint Committee will not have a pre-allocated budget.
- 9.2 When making a decision which has financial consequences, the Joint Committee will follow the relevant provisions of the Financial Procedure Rules of LB Ealing.

## **10. Agenda management**

- 10.1 Subject to 10.2, all prospective items of business for the Joint Committee shall be agreed by a meeting of the Chief Executives of the Participating Boroughs or their representatives.
- 10.2 It will be the responsibility of each report author to ensure that the impacts on all Participating Boroughs are fairly and accurately represented in the report. They may do this either by consulting with the monitoring officer and chief finance officer of each Participating Borough or by some other appropriate method.
- 10.3 In pursuance of their statutory duties, the monitoring officer and/or the chief financial officer of any of the Participating Boroughs may include an item for consideration on the agenda of a meeting of the Joint Committee, and, may require that an extraordinary meeting be called to consider such items.
- 10.4 Each Participating Borough operating executive arrangements will be responsible for considering whether it is necessary [in order to comply with Access to Information legislation regarding the publication of agendas including Forward Plan requirements] to treat prospective decisions as 'key- decisions' and/or have them included in the Forward Plan. Each Participating Borough operating a committee system will apply its local non statutory procedures.

## **11. Meetings**

- 11.1 The Joint Committee will meet as required to fulfil its functions.
- 11.2 A programme of meetings at the start of each Municipal Year will be scheduled and included in the Calendar of Meetings for all Participating Boroughs.
- 11.3 Access to meetings and papers of the Joint Committee by the Press and Public is subject to the Local Government Act 1972 and to the Openness of Local Government Bodies Regulations 2014. The Joint Committee will also have regard to the Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012, notwithstanding the fact that its provisions do not strictly apply to the Joint Committee for so long as the committee has any members who are not members of an executive of a Participating Borough.

## **12. Notice of meetings**

- 12.1 On behalf of the Joint Committee, a clerk will give notice to the public of the time and place of any meeting in accordance with the Access to Information requirements.
- 12.2 At least five clear working days in advance of a meeting a clerk to the Joint Committee will publish the agenda via the website of clerk's authority and provide the documentation and website link to the Participating Boroughs to enable the information to be published on each Participating Borough's website. "Five Clear Days" does not include weekends or national holidays and excludes both the day of the meeting and the day on which the meeting is called.
- 12.3 The clerk to the Joint Committee will arrange for the copying and distribution of papers to all Members of the Committee.

## **13. Public participation**

- 13.1 Unless considering information classified as 'exempt' or 'confidential' under Access to Information Legislation, all meetings of the Joint Committee shall be held in public.
- 13.2 Public representations and questions are permitted at meetings of the Joint Committee. Notification must be given in advance of the meeting indicating by 12 noon on the last working day before the meeting the matter to be raised and the agenda item to which it relates. Representatives will be provided with a maximum of 3 minutes to address the Joint Committee.
- 13.3 The maximum number of speakers allowed per agenda item is 6.
- 13.4 Where the number of public representations exceed the time / number allowed, a written response will be provided or the representation deferred to the next meeting of the Joint Committee if appropriate.
- 13.5 The Joint Committee may also invite special representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, voluntary sector, and health sector to take an interest in the business of the committee including by attending meetings and commenting on proposals and documents.
- 13.6 The Chair shall have discretion to regulate the behaviour of all individuals present at the meeting in the interests of the efficient conduct of the meeting.

## **14. Member participation**

- 14.1 Any elected member of the council of any of the Participating Boroughs who is not a member of the Joint Committee may ask a question or address the Committee with the consent of the Chair.

## **15. Business to be transacted**

- 15.1 Standing items for each meeting of the Joint Committee will include the following:
- Minutes of the Last Meeting
  - Apologies for absence
  - Declarations of Interest
  - Provision for public participation
  - Substantive items for consideration
- 15.2 The Chair may vary the order of business and take urgent items as specified in the Access to Information Requirements at his / her discretion. The Chair should inform the Members of the Joint Committee prior to allowing the consideration of urgent items.
- 15.3 An item of business may not be considered at a meeting unless:
- (i) A copy of the agenda included the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting; or
  - (ii) By reason of special circumstances which shall be specified in the minutes the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.
- 15.4 “Special Circumstances” justifying an item being considered as a matter of urgency will relate to both why the decision could not be made at a meeting allowing the proper time for inspection by the public as well as why the item or report could not have been available for inspection for five clear days before the meeting.

## **16. Extraordinary meetings**

- 16.1 Arrangements may be made following consultation with Chair of the Joint Committee to call an extraordinary meeting of the Joint Committee. The Chair should inform the appointed Members prior to taking a decision to convene an extraordinary meeting.
- 16.2 The business of an extraordinary meeting shall be only that specified on the agenda.

## **17. Cancellation of meetings**

- 17.1 Meetings of the Joint Committee may, after consultation with the Chairman, be cancelled if there is insufficient business to transact or some other appropriate reason warranting cancellation. The date of meetings may be varied after consultation with the Chairman and appointed members of the Joint Committee in the event that it is necessary for the efficient transaction of business.

## **18. Rules of debate**

- 18.1 The rules of debate in operation in the Chair’s authority shall apply.

## **19. Request for determination of business**

- 19.1 Any member of the Joint Committee may request at any time that:
- The Joint Committee move to vote upon the current item of consideration.
  - The item be deferred to the next meeting.
  - The item be referred back to a meeting of the Chief Executives of the Participating Boroughs for further consideration
  - The meeting be adjourned.
- 19.2 The Joint Committee will then vote on the request.

## **20. Urgency procedure**

- 20.1 Where the Chair (following consultation with the appointed Members of the Joint Committee) is of the view that an urgent decision is required in respect of any matter within the Joint Committee's functions and that decision would not reasonably require the calling of an Extraordinary Meeting of the Joint Committee to consider it and it cannot wait until the next Ordinary Meeting of the Joint Committee, then they may request in writing the Chief Executive of each Participating Borough (in line with pre-existing delegations in each Borough's Constitution) to take urgent action as is required within each of the constituent boroughs.

## **21. Voting**

- 21.1 The Joint Committee's decision making will operate on the basis of mutual cooperation and consent and will take into account the views of the special representatives. It is expected that decisions will be taken on a consensual basis wherever reasonably possible.
- 21.2 Where a vote is required it will be on the basis of one vote per member and unless a recorded vote is requested, the Chair will take the vote by show of hands.
- 21.3 Any matter (save for a decision under Rule 4.7 above) shall be decided by a simple majority of those members voting and present. Where there is an equality of votes, the Chair of the meeting shall have a second and casting vote.
- 21.4 Any two members can request that a recorded vote be taken.
- 21.5 Where, immediately after a vote is taken at a meeting, if any Member so requests, there shall be recorded in the minutes of the proceedings of that meeting whether the person cast his / her vote for or against the matter or whether he/ she abstained from voting.

## **22. Minutes**

- 22.1 At the next suitable meeting of the Joint Committee, the Chairman will move a motion that the minutes of the previous meeting be agreed as a correct record. The meeting may only

consider the accuracy of the minutes and cannot change or vary decisions taken at a previous meeting as a matter arising out of the minutes.

- 22.2 Once agreed, the Chairman will sign them.
- 22.3 There will be no item for the approval of minutes of an ordinary Joint Committee meeting on the agenda of an extraordinary meeting.

### **23. Exclusion of Public and Press**

- 23.1 Members of the public and press may only be excluded from a meeting of the Joint Committee either in accordance with the Access to Information requirements or in the event of disturbance.
- 23.2 A motion may be moved at any time for the exclusion of the public from the whole or any part of the proceedings. The motion shall specify by reference to Section 100(A) Local Government Act 1972 the reason for the exclusion in relation to each item of business for which it is proposed that the public be excluded. The public must be excluded from meetings whenever it is likely, in view of the nature of business to be transacted, or the nature of the proceedings that confidential information would be disclosed.
- 23.3 If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she thinks is necessary.
- 23.4 Background papers will be published as part of the Joint Committee agenda and be made available to the public via the website of each authority.

### **24. Overview and Scrutiny**

- 24.1 Decisions of the Joint Committee which relate to the executive functions of a Participating Borough will be subject to scrutiny and 'call -in' arrangements (or such other arrangements equivalent to call-in that any Participating Borough operating a committee system may have) as would apply locally to a decision made by that Participating Borough acting alone
- 24.2 No decision should be implemented until such time as the call-in period has expired across all of the Participating Boroughs.
- 24.3 Where a decision is called in, arrangements will be made at the earliest opportunity within the Participating Borough where the Call-In had taken place for it to be heard.
- 24.4 Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.

**25. Access to minutes and papers after the meeting**

25.1 On behalf of the Joint Committee, a clerk will make available copies of the following for six years after the meeting:

- (i) the minutes of the meeting and records of decisions taken, together with reasons, for all meetings of the Joint Committee, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information.
- (ii) the agenda for the meeting; and
- (iii) reports relating to items when the meeting was open to the public.

**26. Amendment of these Rules**

26.1 These Rules shall be agreed by the Joint Committee at its first meeting. Any amendments shall be made by the Joint Committee following consultation with the monitoring officers of the Participating Boroughs. Note that Rule 3 (Functions) may only be amended following a formal delegation from each of the Participating Boroughs.

**27. Background Papers**

27.1 Every report shall contain a list of those documents relating to the subject matter of the report which in the opinion of the author:

- (i) disclose any facts or matters on which the report or an important part of it is based;
- (ii) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information and in respect of reports to the Joint Committee, the advice of a political assistant.

27.2 Where a copy of a report for a meeting is made available for inspection by the public at the same time the clerk shall make available for inspection

- (i) a copy of the list of background papers for the report
- (ii) at least one copy of each of the documents included in that list.

27.3 The Clerk will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

## Special Representatives

The Functions and Procedure Rules for the West London Economic Prosperity Board set out that there will be a select number of ‘Special Representatives’ invited to attend meetings to ‘influence’ the work of the Board as and when appropriate. These will be drawn from the following sectors and institutions:

<b>Higher Education Institutes</b>	Imperial College Middlesex University University of West London Brunel University
<b>Further Education</b>	West London College Chairs and Principals nominee
<b>Business (large)</b>	Heathrow Airport Business Leaders
<b>Business Support</b>	Chair of West London Business
<b>Business (small/medium-sized)</b>	Park Royal Business Group
<b>Voluntary &amp; Community Sector</b>	West London Network
<b>DWP/JCP</b>	West London Job Centre Plus
<b>Health</b>	Representatives from West London Clinical Commissioning Groups
<b>Greater London Authority</b>	Deputy Mayor for Planning, Regeneration & Skills Deputy Mayor for Housing & Residential Development Deputy Mayor for Business Deputy Mayor for Transport

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

## AGENDA ITEM 13

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## **AGENDA SUPPLEMENT**

**Meeting:** West London Economic Prosperity Board

**Date:** Tuesday 6 December 2016

**Time:** 1.00pm (or at the rise of the preceding Leaders Committee) – 3.00pm

**Venue:** Room 1, London Councils, 59½ Southwark Street, London, SE1 0AL

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
8.	West London Skills Update	3 - 20

Andrew Charlwood 020 8359 2014 [andrew.charlwood@barnet.gov.uk](mailto:andrew.charlwood@barnet.gov.uk)

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## West London Economic Prosperity Board 6 December 2016

<b>Title</b>	<b>West London Skills Update</b>
<b>Report of</b>	Mary Harpley, Chief Executive Hounslow
<b>Wards</b>	All
<b>Status</b>	Public ( <i>with separate exempt report</i> )
<b>Urgent</b>	No
<b>Enclosures</b>	Annex 1: Draft Terms of Reference for WLA Employment and Skills Board
<b>Officer Contact Details</b>	<a href="mailto:Katharine.purser@barnet.gov.uk">Katharine.purser@barnet.gov.uk</a> 02083597728

### Summary

The West London Post-16 Education and Training Area Review has concluded. Work commissioned by the West London Economic Prosperity Board (WLEPB) in September to a) establish a task and finish group to review the findings of the pan-London strategic review of adult community learning and b) establish a West London Skills Commissioning function and Skills and Employment board is underway. This Board will inherit strategic responsibility for overseeing implementation of the area review (with detailed work being undertaken by a pan-London body). The Board will also oversee the future development of partnerships between skills providers to strengthen the ability of the local skills sector to respond to local skills demand.

### Recommendations

**The Board is requested to:**

- 1. Note the conclusion of the West London Post-16 Education and Training Area Review.**
- 2. Comment on draft Terms of Reference for Skills and Employment Board and nominate a borough Leader to chair.**
- 3. Confirm that the Board's priority, in discussions with the Greater London Authority (GLA) and Central Government on skills devolution, is control over how the majority of devolved funding is spent in the sub-region, rather than devolution of funding.**

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

- 1.1 This report updates the West London Economic Prosperity Board on the conclusion of the review of post-16 education and training in West London and next steps as the sub-region prepares for the devolution of the Adult Education Budget (AEB). This includes an update on the establishment of a skills commissioning function in West London and a request for a steer on terms of reference and negotiation position with central government and the GLA. Negotiations on skills devolution are now expected to extend into 2017.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The West London Post-16 Education and Training Area Review concluded on the 8th November and the Pan-London process concluded on 28th November. This review was part of a series of reviews being undertaken nationally by the Department for Education and the FE commissioner. They are designed to ensure colleges are financially stable and efficiently run, so that they are more sustainable and better-positioned to meet the present and future needs of individual students and the demands of employers.
- 2.2 In London it was agreed that due to the volume of colleges in London the reviews would be undertaken sub-regionally and overseen by a pan-London steering board. In other parts of the country the process was overseen by the Department and chaired by the FE commissioner. Given the context of negotiations on the devolution of the adult skills budget, the Department also agreed that the pan-London steering board would be chaired by the Mayor of London and sub-regional steering boards would be chaired by a Borough Leader, and deputy-chaired by a local employer. This was agreed by the Department and the FE commissioner, at the request of the Mayor and the London Boroughs, on the basis that the reviews would still use the department defined methodology and the review steering boards recognise the sovereignty of college corporations to determine their own future.
- 2.3 Cllr Steve Curran chaired the West London review on behalf of the West London boroughs. The deputy-chair was Paula Stannett, HR Director, Heathrow. Membership of the steering group comprised each college's chair of governors and principal, a lead borough Chief Executive, a Lead Growth Director, a lead Director of Children's services and a borough SEND lead as well as representation from the West London Alliance (WLA). Membership also included representatives from the GLA, a second business representative, the FE Commissioner; the Deputy FE Commissioner; the Sixth Form Commissioner, the Regional Schools Commissioner, and representatives from the DfE, the Skills Funding Agency (SFA) and the Education Funding Agency (EFA).
- 2.4 The steering group met on six occasions between March and November 2016, and additional informal meetings also took place to consider and develop options in greater detail. In March, the West London boroughs set out a clear ambition for skills delivery in West London based on the needs of the local economy and population. Other analyses was presented to the Board through the process

including colleges' self-assessment their curriculum and specialisation and financial analysis of merger options proposed by colleges undertaken by the SFA. There was a specific focus on meeting the demand for Special Educational Needs in the sub-region and colleges nominated a lead representatives to work with boroughs on this.

- 2.5 Broadly recommendations are based on each college corporation's own assessment of the most appropriate option for their college. Full recommendations of the West Area Review were agreed at the final steering board on 8<sup>th</sup> November 2016 and will be published with the final reports in January 2017. Further information is set out in the associated exempt report.
- 2.6 **The West London Economic Prosperity Board is requested to note the conclusion of the West London post-16 education and training area review**
- 2.7 At the West London Economic Prosperity Board meeting in September 2016, the Board agreed to the establishment of a skills commissioning function to provide a credible, robust steer to local skills providers on the demand for skills locally and our expectation on how these should be met. This included the agreement to establish a West London Skills and Employment Board (WLSEB), accountable to the WLEPB and tasked with development and overseeing delivery of the West London Skills Commissioning Strategy.
- 2.8 The West London Area Review steering board supported the WLEPB recommendation that the WLSEB take over oversight of the implementation of the Area Review recommendations in the sub-region. A pan-London implementation body will oversee the detailed work of implementation and report back to the WLSEB every six months. The WLSEB will also oversee the future development of partnerships between skills providers to further stabilise the FE sector, stimulate demand for apprenticeships and advanced learner loans, improve careers information, advice and guidance and integration of skills with employment services. This will be in the context of the West London Skills Commissioning Strategy developed and delivered by the board as well as broader London Skills Strategies and pan-London activity.
- 2.9 For the WLSEB to be effective, it is recommended that membership is small and with strong representation from local employers. It also recommended that a borough leader chair the board and invited a local employer to co-chair. A Draft Terms of Reference are set out in Annex 1. These terms of reference will be formally agreed by the board at their first meeting, expected to be early in 2017.
- 2.10 The draft terms of reference reflect that no formal deal has been struck with Government on the devolution of Adult Education Budget (AEB) to London nor has the detail on how sub-regions will control/influence any budget devolved to the Mayor been developed (including adult community learning budget currently directly allocated to boroughs by the SFA). The initial steer from ministers is that the AEB can only be devolved to the Mayor and not sub-regions or boroughs. The GLA has been open to working with sub-regions to develop mechanisms which allow strong sub-regional influence over devolved funding and potential for a proportion of the

funding to be granted or contracted to sub-regions to meet local priorities, although these are not yet formalised.

- 2.11 The West London skills commissioning function and WLSEB will ensure West London boroughs and employers develop a much clearer mechanism for articulating local skills demands to providers and holding them to account, regardless of the nature of the skills devolution deal in London. The WLEPB and WLSEB will be well placed to strongly engage with the GLA and emerging proposals for devolved funding in London. It is likely that sub regions will be play an essential role in handling the direct relationships required with local providers to set funding allocations and objectives and hold them to account, which is unlikely to be duplicated by the GLA. Current thinking is that the mechanics of passing funding to colleges and the detailed work monitoring spending will be undertaken at the London level by an administrative agency, which is perceived to be the most efficient solution.
- 2.12 **The West London Economic Prosperity Board is requested to comment on draft terms of reference for Employment and Skills Board and nominate a borough Leader to chair**
- 2.13 **The West London Economic Prosperity Board is requested to comment on a suggested position in relation to devolution that seeks control over how the majority of devolved funding is spent in the sub-region, rather than formal devolution of this funding to sub-regional level.**
- 2.14 At the September EPB meeting, the board commissioned a task and finish group to review the findings of the Strategic Review of Adult Community Learning in London and make recommendations to the WLEPB on West London's response. The London ACL review was concluded on 21<sup>st</sup> November and the Task and Finish group is scheduled to meet on 2<sup>nd</sup> December and will report back to WLEPB in March 2017.
- 2.15 Boroughs are broadly supportive of closer working between ACL services to provide a more consistent service to resident and reduce costs. The task and finish group will consider, amongst other things:
- Opportunities for consistent London / West London policies for example in areas such as Equality and Diversity, Safeguarding, Community Engagement and Social Inclusion and PREVENT. A consistent approach to entitlements, ESOL, basic skills offers and fees will also be considered.
  - Areas where savings might be achieved e.g. through 'back office' shared services
  - A clear curriculum offer and possibly a sub-regional Careers Advice service linked to jobs brokerage
  - A consistent approach to staff recruitment, contracts, professional development and assessment
  - Commercial opportunities including income generation

2.16 In all of these area the work of the task and finish group will feed into, take into account and take advantage of work being undertaking a pan London Level as well as developments in the adult skills budget devolution negotiations.

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

3.1 Direct control of all devolved skills funding at a sub-regional level has been considered. However, this approach would attract additional administrative cost and risk at the sub-regional level, with duplication of this across sub-regions at the Pan-London level which is unlikely to be acceptable to the Mayor. This paper recommends a pragmatic approach to ensure the planned skills commissioning function in West London is in a position to exert maximum influence and control over skills spending without having direct administration of the funding.

### **4. POST DECISION IMPLEMENTATION (APPROACH AND NEXT STEPS)**

4.1 The work of the West London ACL review task and finish group will continue in parallel with activity to establish the skills commissioning function and WLSEB, which is likely to hold its first meeting in early 2017. The task and finish group is expected to report findings to EPB in March 2017 and the WLSEB aims to proposed a West London Skills and Employment Strategy for WLEPB sign off in June 2017.

### **5. IMPLICATIONS OF DECISION**

#### **2.17 Corporate Priorities and Performance**

2.17.1 The proposals support the West London Vision for Growth and Growth Plan on employment and skills, as well as the WLEPB ambition for skills devolution.

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

2.18.1 Further resource implications to those previously raised with WLEPB have not been identified at this stage.

#### **2.19 Legal and Constitutional References**

2.19.1 The post-16 education and skills provision work falls within the following functions of the West London Economic Prosperity Board as set out in the Board'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.*
- *Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.*

## **2.20 Risk Management**

2.20.1 There is a risk that GLA administration of the Adult Education Budget will be designed in such a way that sub-regional control over spend is restricted. WLA officials are working closely with the GLA to ensure governance and supporting mechanisms developed at regional and sub-regional level to support delivery of the devolved skills budget work well together and maximise leverage of the sub-regions.

## **2.21 Equalities and Diversity**

2.21.1 A locally-led skills commissioning process provides the opportunity to review the best available evidence and work with all partners locally to ensure the needs of all residents and businesses are given full consideration in skills delivery in West London. The strategy will seek to be inclusive and address specific priorities of the sub-region including and specific issues identified for particular groups accessing skills training. Full equality impact assessments will be undertaken as the strategy develops.

## **2.22 Consultation and Engagement**

2.22.1 The Post-16 Area Review process has provided a valuable forum for extensive consultation and engagement with local colleges on future skills provision and our proposed approach for skills commissioning. WLA borough officials have also been in consultation with the Greater London Authority and representatives from other sub-regions to ensure structures developed here align with those being developed in other sub-regions and at the London level. It will also be important to engage with other skills providers, learners and employers as the detail of the skills commissioning function a strategy is further developed.

2.22.2 Colleges will begin a process of consultation and engagement with local stakeholders including learners as the move towards implementing the recommendations of the area review.

## 2.23 Insight

2.23.1 Hammersmith and Fulham insight team have been commissioned on behalf of the WLA boroughs to gather together and enhance existing data and analysis as an evidence base for consideration by the WL Skills and Employment Board.

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## **Annex 1: Draft Terms of Reference for West London Alliance Skills and Employment Board (WLASEB)**

### **Purpose and objectives**

1. The Board will lead the creation of a more responsive skills system in West London, ensuring West London employers have access to a local workforce with the skills they need to thrive and all residents, especially young people, have the skills that will advantage them when competing in the London labour market.
2. Proposed objectives are:
  - To shift the Adult Skills system from a Learner-led to an Employer-led system
  - To ensure that all residents have opportunities to improve their skills
  - To oversee the implementation of the findings of the West London Area Review and any London-wide findings as they relate to West London.
  - To develop a rolling three-year Skills Commissioning Strategy for West London
  - To monitor the delivery and performance of the Skills Commissioning Strategy and review it annually
  - To explore strategic frameworks for future collaboration between skills providers, local authorities, employers which drive efficiency of delivery and closer matching between employer demand and skills provided
  - To advise funders on investments in skills infrastructure including FE capital funding,

### **Scope**

3. The Board's primary purpose will be to develop and propose a West London Skills Commissioning Strategy to support improved outcomes for all residents who engage with learning including basic skills, professional and vocational education, apprenticeships, Community learning and SEND.
4. It should be noted that, as proposals to implement devolution of the Adult Education Budget become better understood, the scope of the Board may change, subject to approval by the West London Economic Prosperity Board (WLEPB).

### **Functions**

5. proposed functions:
  - Review the data and analysis needed to inform the skills strategy including qualitative and quantitative data from the GLA, boroughs, employers, key business sectors, specialist experts and providers and analysing this along with publicly available data.
  - Recommend and oversee delivery of a sub-regional skills commissioning strategy on a three-year cycle and monitor progress on delivering the strategy
  - Champion involvement and participation in the skills system by engaging widely with west London businesses and residents through disseminating information and by creating the conditions which allow the views of interested businesses to be taken into consideration

- Lead the engagement with skills providers operating in the areas about how their provision will meet demand
- Recommend specific sub-regional projects to the West London Economic Prosperity Board (WLEPB) in line with the Skills Strategy and monitor performance of these
- Explore frameworks around apprenticeships, SEND, curriculum planning, careers and integration with employment services
- Recommend a representative for West London to be represented on the Skills for Londoners Board and FE capital boards.

Subject to agreement with Central Government / GLA on a devolution deal, the WLSEB could support the West London Economic Prosperity Board (WLEPB) to:

- Consider options for on funding rules for FE colleges in London
- Review recommendations on budgets and allocations for specific colleges
- Set individual outcome agreements with each college (these would need to be agreed between colleges and a lead WLEPB member borough)
- Hold colleges to account for delivery against outcome agreements (through a lead WLEPB member borough)
- Liaise with any London funding body to ensure local priorities are understood and being met.
- Oversee financial risk of local providers (along with London funding administrative body) – highlight any concerns to WLEPB
- Where appropriate, take the case for requisite finance and flexibilities to GLA/Central Government on behalf of all West London providers, businesses and public sector agencies.

### Proposed Membership

- **Chair:** Leader / portfolio holder from a West London borough
- **Vice-Chair:** representative from a large employer in west London
- **Employer representation:** Sector leads from key industries (H&SC, Transport and Logistics, Media, Wholesale, Retail, Construction, Food production, Digital/Tech, SMEs)
- **Borough representation:** 1 chief exec, 1 growth director, 1 DCS, 1 SEND lead, 1 ACL head,
- **Provider representation:** 1 FE rep/expert, 1 schools rep/expert / Regional Schools Commissioner, HE rep/expert, Private provider rep/expert
- **WLA:** 1 secretariat lead, sub-regional director
- **GLA:** tbc
- **EFA / SFA** (until funding devolved to London)

### **Declaration of Interests**

6. The agenda for each meeting will contain a standing item for the declaration of personal interests by Members.
7. If a member has a direct or indirect conflict with an issue on the agenda which may impact on his or her ability to objective, it should be declared at the meeting and recorded in the minutes. On the basis of the interest declared, the Group will make a decision as to whether it is appropriate or not for this member to remain involved in considering the agenda item in question.

### **Administration and Secretariat**

8. WLA programme office will provide secretariat and analytical support to the Board. It will be directed by the Board to develop the evidence base, strategy and delivery / monitoring arrangements.

### **Reporting and referrals**

9. The board will be accountable to the WLEPB which will be the decision making body and accountable for the expenditure of any funding delegated or devolved to the sub-region.

### **Frequency and notice of meetings**

10. The board will meet quarterly each year. A forward plan including proposed meeting dates for the following 12 months will be agreed with the chair prior to each meeting and shared with board members along with board papers. Papers will be circulated at least 1 week prior to each meeting.

### **Review**

11. These terms of reference will be reviewed following the confirmation of the devolution deal on Adult Education Budget for London and at least annually thereafter.

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