

# **Agenda**

## **West London Economic Prosperity Board**

20 November 2018

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## LONDON BOROUGH OF EALING



### The West London Economic Prosperity Board

**Venue:** Westminster University Boardroom, 309 Regents Street, London, W1B 2HW

**Date and Time:** Tuesday, 20 November 2018 at 10:00

#### Membership

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

## AGENDA

Open to the Public and Press

- |   |                          |   |
|---|--------------------------|---|
| 1 | Apologies for Absence    | - |
| 2 | Urgent Matters           | - |
| 3 | Declarations of Interest | - |

<b>4</b>	<b>Matters to be Considered in Private</b>	-
<b>5</b>	<b>Minutes</b> To ratify the minutes of the inquorate meeting held on 19 September 2018	-
-	<b>Minutes of the Meeting Held on 19 September 2018</b>	<b>3 - 8</b>
<b>6</b>	<b>Heathrow Skills Taskforce</b>	<b>9 - 24</b>
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<b>10</b>	<b>Strategic Infrastructure Pot (Oral Update)</b>	-
<b>11</b>	<b>WLEPB Work Programme, November 2018</b>	<b>63 - 68</b>
<b>12</b>	<b>Date of Next Meeting</b> The next meeting will be held on 27 February 2019.	-

## West London Economic Prosperity Board

Thursday 19 September 2018 at 10am

### Notes of inquorate meeting

#### **PRESENT:**

Councillors: Bell (Chair, London Borough of Ealing) and Sharma Tatler (London Borough of Brent)

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**ALSO PRESENT:** John Hooton (Chief Executive Barnet), Amar Dave (Strategic Director Regeneration and Environment – Brent), Tony Clements (Executive Director Regeneration and Housing -Ealing), Paul Najsarek (Chief Executive – Ealing), Keith Fraser and Linda Zimmerman (Democratic Services – Ealing), Clive Palfreyman (Hounslow), David Lillicrap, Bernadette Marjoram, Rachel Ormerod and Luke Ward (West London Alliance)

Presentations by: Colin Stanbridge (London Chamber of Commerce Industry (LCCI)); Max Clifton and Theo Blackwell (GLA)

John Cox, a member of the public, addressed the Board in relation to agenda item 9 – WLO Update.

Also in attendance – Andrew Dakers – West London Business.

#### **1. Apologies for Absence**

Apologies for absence were received from Councillor Cornelius (Barnet), Councillor Butt (Brent) and Councillor Cowan (Hammersmith and Fulham), Councillor Fennimore (Hammersmith and Fulham)

Officers: Carolyn Downs (Brent), Tom Whiting (Harrow) and Alan Adams (Hounslow)

#### **2. Urgent Matters**

There were none.

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

There were none.

#### **4. Declarations of Interest**

There were none.

#### **5. Minutes**

##### **Resolved:**

That the minutes of the meeting of the West London Economic Prosperity Board held on 21 June 2018 be agreed and signed as a true and correct record.

#### **6. Strategic Investment Pool Update**

Paul Najsarek introduced this item informing the Board that there had been three distinct proposals and London Councils were recommending that two of these proposals be fully funded (Broadband network rollout to not spots, and skills and employment upscaling).

The West London Orbital complementary and enabling measures proposal did not get support at this stage but there would be a further bidding round later in the year. The reason given for declining the WLO bid was that it was not yet a funded project. The team at TfL were working on this and looking at a funding strategy

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This one-year pilot was an opportunity for the West London Economic Prosperity Board to show that when monies are devolved then these could be invested in the Board's shared priorities.

### **Resolved**

That the Board:

- i) notes that the City of London Corporation is recommending that West London boroughs be awarded £11.13m from the Strategic Investment Pool (SIP), for investment in digital infrastructure and investment in skills.
- ii) notes that the SIP process reflects a flow of genuinely new resource to West London boroughs to invest in growth-promoting measures in a joined-up way.
- iii) notes that there is an opportunity to make this one-year pilot programme into a more regular flow of resource, if boroughs can demonstrate that they are able to invest this new resource more effectively than central government is able to.
- iv) notes that officers are currently developing detailed delivery plans for the recommended bids, and that decisions relating to these will return to the WLEPB on a case-by-case basis.
- v) notes that there may be a further opportunity to bid for further SIP monies towards the end of this financial year, once the annual business rates outturn has been settled, and that London Councils will advise on this in due course.

## **7. London Chamber of Commerce**

Colin Stanbridge (LCCI) gave a presentation on the key strategic issues for businesses in London.

He informed the Board of the success in bids resulting in more devolution and more money flowing to the Mayor or boroughs. He feared the enthusiasm for devolution had reduced and wanted to re-energise this campaign, however Brexit overwhelmed all decisions to government. Mr Stanbridge explained that the LCCI was a lobbying group but spent most time lobbying government when Mr Stanbridge's view was that they should be lobbying Leaders of Councils or the Mayor. Skills were top of the agenda along with infrastructure and policing. The LCCI had worked with London Councils to gauge the needs of businesses. Sub regions had different needs and West London was doing better in relative terms than other parts of London. However, 45% of West London Businesses cited a lack of skills as a difficulty and 45% of West London Businesses were concerned about Brexit. 27% businesses in West London employed apprentices compared with 8% in Central London. The LCCI would like the apprentice levy to be devolved to London, as much of this goes unused and returns to the Treasury. Technical and digital skills could be invested in.

The ability to change business rates according to how much money the business was making would be beneficial. There was concern that business rates were being set and then not reviewed for a number of years. 31% of businesses cited business rates as being a concern for their business. 9% of businesses had considered moving due to business rates.

members noted that the issues raised by Mr Stanbridge were issues which the Board had discussed and debated and it was reassuring to know that they were aligned on these

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points. The Board and LCCI was not always aligned, for example on the Heathrow expansion, but the group could focus on jobs and apprenticeships.

Members noted the LCCI concern re business rates and added that the affordability of development and also rents was another factor. The LCCI had been working on this and also on a business case for housing, as this affected businesses. In terms of difficulties in recruiting staff due to the high cost of housing in the area. The increase in business rates had also led to businesses considering relocating.

Members noted the synergies with the LCCI and welcomed comments on future rounds of strategic investment. Mr Stanbridge explained that the LCCI was a small organisation but could lobby and agreed that the more sub regional partnerships that were formed, the better. The LCCI was happy to work on a sub-regional basis but would have difficulties on a borough by borough basis.

Migration Advisory Committee (MAC) report on migrant workers was an area the board felt could be built upon. The report did not discuss the regional variations on MAC. An area which could be built on was the skills of European workers and if these skills were lost then alternative options would need to be considered.

Members agreed that the support of the Chamber of Commerce would be important in the spending review.

### **Resolved**

That the Board:

- i) notes the issues raised by the Chief Executive of the LCCI in relation to business support, investment, and longer-term economic growth, and:
- ii) Identified the following specific areas arising from the discussion that they would like to be incorporated into the work plan of the Committee: devolution, skills, apprenticeships, business rates, Heathrow expansion and business infrastructure.

### **8. GLA Chief Digital Officer Discussion**

Theo Blackwell, GLA, gave a presentation on digital infrastructure across London. There was a shared digital vision across the Mayor's strategies with City Hall being a leading open data store. However, progress in "Smart Cities" was uneven across London. There were 40 key developments set out for growth but if these were fragmented and not co-ordinated then there would be missed opportunities.

Five foundations had been set out for a road map: More user design services, new deal for city data, world class connectivity, digital leadership and skills, and improved city-wide collaboration.

Not spots were being considered with a major project using the London underground system for extending fibre cables out to areas of the city. The long-term proposal was for full fibre to be a strong consideration for connectivity. The aim was also for full connectivity to be a planning condition. Lampposts were largely owned by the state and provided opportunities for hosting 5G and a host of other possibilities. The GLA had worked with 19 boroughs and the potential rental income from this infrastructure would be beneficial to councils. It was noted that the 32 boroughs could secure benefits of scale with collaboration.

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The presentation also showed actions under the Smart London Plan, members could see how these policies were developed and updated on line.

Matt Clifton, GLA, spoke on digital connectivity explaining that his team's role was to deliver the key components of connectivity; they had been working with employers to ensure connectivity and promote services. Concessionaire had the ability to whole sale to outside providers.

Newer entrants to the market were looking for London Boroughs to invest in.

### **Resolved**

That the Board:

- i) notes the issues raised by the Chief Digital Officer in relation to the digital agenda and economic growth
- ii) notes that many boroughs were working towards installing electric charging points into lampposts.
- iii) notes the recommendation that boroughs should look at their full assets to consider the existing assets that could be used to make the city more connected, this also applied to the private sector.
- iv) welcomes the SIP funding and the prospect of working with the Chief Digital Officer on this project.

## **9. West London Orbital Update**

Luke Ward, WLA, introduced this item explaining that TfL were building an outline business case. TfL were looking at the demands for the line and also the areas that it would serve in terms of housing and jobs. An Outline Business Case and Funding Options study was expected by Christmas 2018 and a further report would be brought to a future meeting of the Board.

Mr Cox, member of the public, was satisfied that the minutes of the meeting held in June 2018 contained all of the considerations that he had wanted to put forward with the addition of opposing the "short termism" proposal for the line terminating at Hounslow and requested that this be reconsidered and be extended to Twickenham.

### **Resolved**

That the Board:

- i) notes the timeline and approach set out in sections two and three of this report.
- ii) notes the analysis contained within section 2.1 of this report containing some further detail relating to the possible WLO station platforms at the Brent Cross West Station, as requested by the Committee at its previous meeting.
- iii) notes that TfL's first phase of work on the WLO is nearing completion, and that the outcome of this work will define the way the WLO programme develops in the coming year.
- iv) notes that there would be a more detailed report to the Board later in the year.

## **10. Health and Employment**

David Lillicrap, WLA, introduced this report, informing members that although the West London boroughs had the lowest referral rates to the West London Work and Health Programme in London, they had a greater proportion of starts as the higher rate of referrals in other London sub regions have resulted in a drop in quality of referrals.

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Members suggested that it was important to assist people in being ready for work before putting them forward; Ealing had a pre-apprenticeship pathways programme which had been very successful.

**Resolved**

That the Board:

- i) notes the update report on the programmes that make up the WLA Health and Employment Board.
- ii) commits to pledge to refer one person from early access groups, per borough, each week to the West London Work and Health Programme.
- iii) commits to explore the guaranteed interview scheme for people in the early access groups.

**11. External Speakers**

**Resolved:**

That the Board:

- i) requests that David Blunkett be invited to a future meeting to speak on the Heathrow Skills Task Force and that Heide Alexander be invited to speak on the West London Orbital.
- ii) requests that any further suggestions for speakers be passed to the WLA team

**12. Economic Prosperity Board Work Programme September 2018**

**Resolved:**

That the Board:

- i) notes the West London Economic Prosperity Board (WLEPB) work programme.

**13. Date of Next Meeting**

**Resolved:**

That the next meeting of the West London Economic Prosperity Board will be held on 20 November 2018 at 10am in Westminster University Boardroom, 309 Regent Street, London W1B 2HW


Councillor Julian Bell, Chair (London Borough of Ealing)

**Date**

The meeting concluded at 11:55am.

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	<b>West London Economic Prosperity Board 6</b>  <b>20 November 2018</b>
<b>Title</b>	<b>Heathrow Skills Taskforce</b>
<b>Report of</b>	Cllr Julian Bell (LB Ealing)
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	APPENDIX 1: Executive Summary of the Heathrow Skills & Employment Task Force report APPENDIX 2: Full report of the Heathrow Skills & Employment Task Force
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: <a href="mailto:wardlu@ealong.gov.uk">wardlu@ealong.gov.uk</a> , T: 07738 802929

## Summary

The purpose of this item is to enable the Committee to consider the findings of the Heathrow Skills Taskforce, reflecting the fact that there are approximately 40,000 local jobs associated with the airport and its accompanying supply chains.

The item will also enable the Committee to identify any specific areas of interest in relation to the Skills Taskforce's findings that it would like to take forward or incorporate into its work plan.

The Committee will be joined by the Chair of the Heathrow Skills Taskforce The Rt. Hon. the Lord Blunkett, who will present an overview of the report and its recommendations, followed by an opportunity to discuss and to ask questions.

## Recommendations

**Leaders are asked to:**

- 1. Note the presentation from the Chair of the Heathrow Skills Taskforce, The Rt. Hon. the Lord Blunkett.**
- 2. Identify, in discussion with The Rt Hon. the Lord Blunkett any actions arising or issues of shared interest to be incorporated onto the forward plan of the WLEPB.**

**3. Agree that the delivery of any actions relating to the item will be delegated to the West London Skills & Employment Board, led by the Leader of LB Hounslow.**

**1. WHY THIS REPORT IS NEEDED**

- 1.1 This item was requested by the West London Economic Prosperity Board at its meeting on 19 September 2018. It will provide an opportunity to engage with employment and skills matters in relation to the Heathrow Airport area, which has approximately 40,000 locally associated jobs at all levels and across a wide range of economic sectors.
- 1.2 The Taskforce was established in 2016 to ensure that people and communities near to the airport, or involved in its wider supply chain across the UK, could benefit from it in terms of career development and work. The recommendations set out in the Report of the Taskforce reflect this objective and are contained in Appendices One and Two. In summary they are
1. Leading business change
  2. Celebrating diversity and embracing inclusion
  3. Maximising apprenticeship opportunities
  4. Promoting career choices and engaging with the education sector
  5. Enabling skills for a lasting legacy
- 1.3 Any actions that are identified by the WLEPB will be worked into its Forward Plan, and taken forward by the West London Skills & Employment Board, which is Chaired by the Leader of LB Hounslow, with progress reported back to the WLEPB twice per year.

**2. REASONS FOR RECOMMENDATIONS**

- 2.1 This item was requested by the Committee at its meeting on 19 September 2018.

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

- 3.1 n/a

**4. POST DECISION IMPLEMENTATION**

- 4.1 Any actions identified by the WLEPB will be incorporated into the Committee Work Programme

**5. IMPLICATIONS OF DECISION**

**5.1 Corporate Priorities and Performance**

- 5.1.1 The West London Vision for Growth includes a theme on “Skills, Employment & Productivity”

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

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

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

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

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

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

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

### 12.4 **Risk Management**

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

### 12.6 **Equalities and Diversity**

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

### 5.5 **Consultation and Engagement**

5.6 This is a discussion item.

## 6. **BACKGROUND PAPERS**

APPENDIX 1: Executive Summary of the Heathrow Skills & Employment Task Force report (attached separately).

APPENDIX 2: Full report of the Heathrow Skills & Employment Task Force:  
<https://www.heathrowexpansion.com/documents-resources/a-beacon-of-opportunity-heathrow-skills-taskforce-recommendations-report/>



# A beacon of opportunity

Heathrow Skills Taskforce Summary of Recommendations



## FOREWORD

When I was asked to chair the Taskforce, it was in the knowledge that Heathrow expansion is a once-in-a-generation opportunity to impact positively on communities around the airport, and beyond.

We were tasked with looking at many challenges, including youth unemployment, bridging skills gaps, and setting out simple steps for how Heathrow could play its part in overcoming the barriers to success. Our ambition is that this work will help ensure Heathrow expansion and its legacy helps shape a stronger workforce for Britain's future.

We have been able to draw together people that reflect the many challenges and opportunities that expansion brings.

Britain is at a pivotal moment in improving its national infrastructure with major projects such as HS2, Hinkley Point C, Tideway, as well as Heathrow expansion. It is clear that collaboration will be key to meeting skills shortages and maximising productivity.

Our taskforce has endeavoured to bring together many of these major projects, and will draw on them as we prepare to build Britain's future

infrastructure over the next ten to fifteen years. Post-Brexit, this will be more important than ever.

Our focus has not only been on the hard-edged reality of how to deliver the skills Britain needs, but also how to do so in a way that adds social value. In other words, to respect and embrace diversity, and to recognise the importance of personal progression and the contribution of those returning to work.

Above all, it is crucial that investment and development of our nation's infrastructure should benefit the UK as a whole. It is universally acknowledged that productivity levels in the UK are lower than other leading European countries. Not only is there a greater level of investment in skills needed, but a much more innovative approach to how major projects are delivered and how new emerging technologies are embraced.

That is why the Taskforce places such importance on Heathrow's four logistic hubs which are due

“ *By working in partnership with other projects, and learning from each other’s experiences, we can continue to evaluate the needs of industry with the future needs of individuals, communities, and society as a whole.* ”

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to be established across the UK, as part of Heathrow’s commitment to help every region and nation maximise opportunities from Heathrow expansion. The hubs will improve the skills base; promote diversity in the supply chain by opening opportunities for the SME sector; and, importantly, boost productivity.

We have also emphasised the need for investing in the highest quality apprenticeships – because the challenge of the future will be to enable individuals to continually upskill to take on new ways of working and opportunities for progression to lifelong learning.

In this report, we have set out a number of ambitious recommendations under the themes of: leading business change; embracing diversity and inclusion; maximising apprenticeship opportunities; promoting career choices and engaging with the education sector; and enabling skills for a lasting legacy. The recommendations of the Taskforce are set out on pages 4-5.

We look forward to Heathrow’s response to our recommendations in the months ahead, recognising that the scheme is still being developed and public consultation on expansion is ongoing. The Taskforce is keen to see the discretionary recommendations be delivered, communicated, and replicated in the years to come.


By working in partnership with other projects going forward, and learning from each other’s experiences, we can continue to evaluate the needs of industry with the future needs of individuals, communities and society as a whole.

Our overarching message to Heathrow is that the Taskforce recommendations do not resemble a ‘Business as Usual’ approach.

I wish to offer my grateful thanks to everyone who has participated in and given support to the work of the Taskforce. The clear and unequivocal commitment of the Chief Executive of Heathrow Airport Limited, John Holland-Kaye, has been greatly appreciated and acknowledged.

I wish to thank all members of the Taskforce who have given their time voluntarily and brought their great experience and expertise to bear, not just reflecting the areas of educational, economic and social life in which they work, but also their personal knowledge and perspective.

My personal thanks go to Poorvi Patel and the team who have given me support in providing the Secretariat for the Taskforce and its work.



**David Blunkett**

The Rt. Hon. the Lord Blunkett  
Chair, Heathrow Skills Taskforce

**What follows is a summary version of a longer document which is accessible online.**

# OUR FIVE SETS OF RECOMMENDATIONS

# 1

## Leading business change

Influencing the behaviour and actions of other organisations is crucial for Heathrow to achieve real lasting change, and to maximise the employment and skills opportunities offered by Heathrow expansion. Heathrow has made good progress in leading in responsible business practice, including the launch of sustainability strategy Heathrow 2.0, and becoming the first UK airport to become an accredited Living Wage employer, with plans in place for workers in Heathrow's direct supply chain to transition to the 'London Living Wage' by the end of 2020.

The Taskforce has identified that Heathrow should be doing more to engage, support and challenge its supply chain and commercial partners, setting out what is expected from third parties and ensuring that Heathrow is acting as a responsible business at every level of its operation.

### To address this, the Taskforce has recommended Heathrow should:

- Revise current supply chain and commercial contracts to include: clear KPIs on the quality and volume of apprenticeships; investment in skills development; recruitment of local labour; and commitments to increase diversity and inclusion.
- Specify in future supply chain and commercial contracts: clear KPIs on the quality and volume of apprenticeships; investment in skills development; recruitment of local labour; and commitments to increase diversity and inclusion.
- Introduce a reward and penalty scheme to ensure contractor requirements are met, which should sit alongside robust reporting and measurement arrangements.
- Review current recruitment practices to break down barriers and ensure quality career opportunities are accessible to all. For example, job descriptions can often overstate the level of experience or knowledge required for a role, which can deter people from applying. Any learnings should be passed to the supply chain and commercial partners for them to embed as part of their own recruitment.

# 2

## Celebrating diversity and embracing inclusion

The scale of the expansion project and the associated potential employment requirements creates the opportunity for Heathrow to set the benchmark for workplace diversity, inclusion, and social mobility. To make Heathrow's expansion project a trailblazer for diversity and social mobility, the Taskforce believes that Heathrow should do more to ensure consistent Diversity and Inclusion standards and top-level commitment across the supply chain and commercial partners, as well as providing more tailored support for colleagues with additional needs.

### To address this, the Taskforce has recommended Heathrow should:

- Set out its plan for ensuring the commitment of doubling apprenticeships to 10,000 by 2030 is reflective of a diverse and inclusive workforce, and set targets for underrepresented groups and a clear road map for how this will be achieved.
- Provide additional skills support for underrepresented groups and people with additional learning needs, including provision for ESOL and digital literacy as appropriate.
- Work with its supply chain, and the sub-tiers (that include SMEs) to develop a collaborative plan of action that will support people experiencing multiple barriers to employment and training to gain access to the opportunities that expansion will bring.
- Establish a Diversity and Inclusion role-model programme to highlight the diversity of its workforce to an external audience including potential applicants, and inspire people from all walks of life to join and build a successful career at the airport.

# 3

## Maximising apprenticeship opportunities

By working together prior to, during and post construction of expansion, Heathrow, its supply chain and commercial partners could provide a catalytic change in promoting apprenticeships as a rewarding career choice, and help put apprenticeships at the heart of Britain's future skills pipeline. Heathrow already runs a successful apprenticeship programme as part of its own Engineering Team, and the Heathrow Employment and Skills Academy offers further apprenticeship opportunities with on-airport businesses. Heathrow has also made the ambitious commitment to double apprenticeships to 10,000 by 2030 with expansion.

To ensure the benefits are realised, the Taskforce believes Heathrow now needs to provide more detail on the delivery of this commitment, increase its focus on higher level apprenticeships, and set out a plan for collaboration with commercial partners and the supply chain, including SMEs in the sub-tiers.

### To achieve this, the Taskforce has recommended Heathrow should:

- Publish an Apprenticeship Plan to specify the numbers and levels of apprenticeships that are available today and expected in the future, with a specific focus on increasing level 3 (A-Level equivalent) and above. This should be published in the first half of 2019, and implementation should begin in the second half.
- Benchmark its own performance and that of its supply chain on apprenticeship completion rates against the national average of 68% and set an aspirational target to exceed this.
- Develop a roll out plan for engaging commercial partners and the supply chain, to sit alongside the apprenticeship plan.
- Commit to increase the number of apprentices across on-airport businesses to a minimum of 2% of workforce by end of 2021, and set out a plan to achieve this.
- Assess all future vacancies against a criteria that can help determine if jobs are suitable to be an apprenticeship opportunity.
- Capitalise on the experiences of an older workforce and retrain them into future careers using apprenticeships as the catalyst for delivering high-quality training.

# 4

## Promoting career choices and engaging with the education sector

Heathrow's ambition is to be identified as a career destination of choice. Expansion presents the opportunity to be recognised as the 'blueprint' for how employers and major projects can positively support and influence careers and enterprise. Expansion is an opportunity for the airport to collaborate with the education sector, to promote a range of career choices and to deliver high quality training and re-skilling to support progression and sustainable careers.

However, to achieve this, the Taskforce believes Heathrow needs to go beyond existing education programmes and engage with wider groups on career pathways, including older jobseekers, direct engagement with teachers, and those groups facing barriers to employment and progression.

### To address this, the Taskforce recommends Heathrow should:

- In partnership with its supply chain, commercial partners and local partners, deliver a more extensive schools engagement and careers programme from primary school to university, providing additional support to schools that experience higher than average pupil premium.
- Create a network of Enterprise Advisors across its own business, commercial partners and the supply chain to support schools and colleges to implement their careers strategy.
- Deliver 10,000 work experience days over the lifetime of the expansion programme to include support for adults returning to the workplace and facing barriers; NEETS; and people with disabilities and additional learning needs.
- Develop a programme to support industry-learning for teachers, and set out how this would be delivered.
- Work with commercial and supply chain partners to help young people and those seeking employment to understand the opportunities available, and the progression routes for careers that interest them, helping them choose the right options for study at school, college and university.

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# 5

## Enabling skills for a lasting legacy

Aside from generating thousands of new employment opportunities, Heathrow expansion is an opportunity to future-proof jobs in the areas around the airport, and across Britain, namely by the four logistics hubs across the UK which Heathrow has committed to as part of its supply chain strategy to deliver expansion. Working with suppliers and commercial partners, Heathrow can pioneer new approaches that address skills gaps, align with the work of other infrastructure projects, and help Britain build an experienced and flexible workforce which is adaptable to future skills requirements, and global challenges and opportunities such as automation, robotics and new technology.

### To achieve this shift and prepare a workforce for the future, the Taskforce recommends Heathrow should:

- Commit to establishing a new skills partnership with the FE and HE sector, including specialist providers. The aim is to help adapt and reskill an existing workforce and create a pipeline of talent and skills that not only meets Heathrow's own requirements but benefits the wider infrastructure industry, and additionally helps tackle social inclusion and mobility by training people from all backgrounds.
- Work with other infrastructure projects to explore the development of a unified 'infrastructure skills passport' to help individuals create a CPD log of their experiences and achievements to aid their progression, and help employers to recognise and have confidence in the value of their transferable skills from one project to another, applying lessons learned of past developments.
- Produce Labour Market Information (LMI) / data for Heathrow's future skills requirements and make this available publicly.

# HEATHROW EXPANSION A LEGACY OF SKILLS



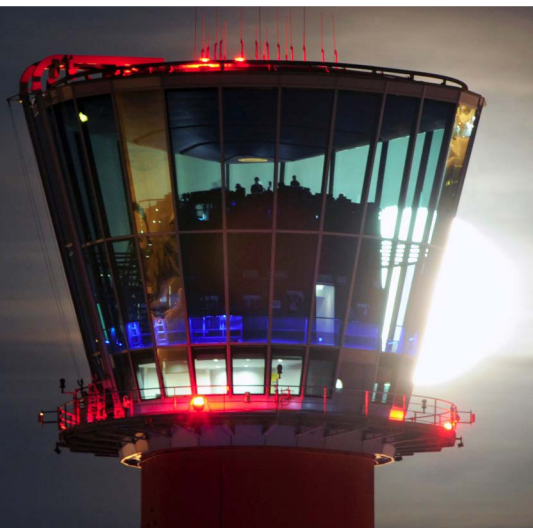
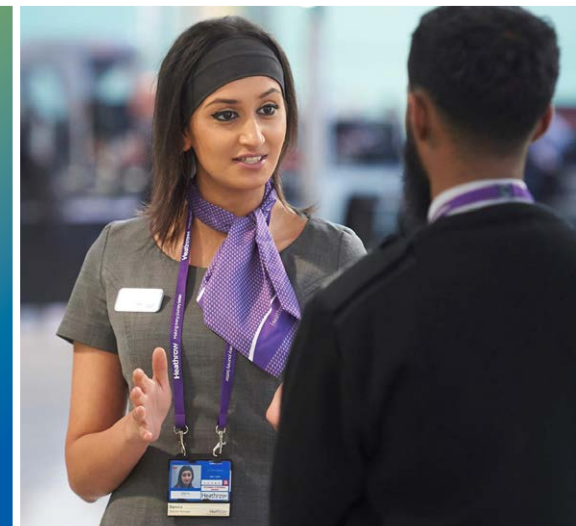
# UP TO 40,000 LOCAL JOBS

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# 10,000 APPRENTICESHIPS BY 2030

# FOUR LOGISTICS HUBS

boosting productivity,  
skills and SME growth  
across the UK



# DOUBLING CARGO CAPACITY

# UP TO 40 NEW LONG HAUL ROUTES



# THE SKILLS TASKFORCE

The Heathrow Skills Taskforce under the leadership of Lord Blunkett has identified the skills and training programmes needed to deliver Heathrow expansion in a manner that leaves a national legacy for future infrastructure projects.

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Over the course of 18 months, the Taskforce has worked with businesses in Heathrow's supply chain; representatives from local authorities, schools and education organisations; and leaders of other major UK infrastructure projects to develop a set of recommendations to help Heathrow ensure the skills required to build and operate an expanded Heathrow are developed locally and across the UK.

The Taskforce has:

- Assessed the scale and nature of employment opportunities for the UK, particularly in Heathrow's neighbouring boroughs.
- Examined the extent of national skills shortages and provided Heathrow with practical guidance to address any associated recruitment challenges.
- Developed guidance for improved engagement with schools, colleges and universities and for clearer career pathways at Heathrow.
- Led a joint response to the Government's Industrial Strategy consultation with other major UK infrastructure projects.

- Identified best practice for working with supply chains and other key stakeholders during major construction programmes.
- Determined the critical social factors that need to be addressed to achieve greater workforce diversity and engagement. For example, fair pay and terms and conditions, positive action to reach underrepresented groups, enabling access to apprenticeships for people with disabilities and creating opportunities for people in areas of deprivation and economically disadvantaged young people.
- Considered how businesses can improve the labour market participation of older workers and make the most of the talent and knowledge of an ageing population.

Additionally, whilst the focus of the Taskforce has been on identifying and responding to the main strategic challenges for the airport's workforce, the team also:

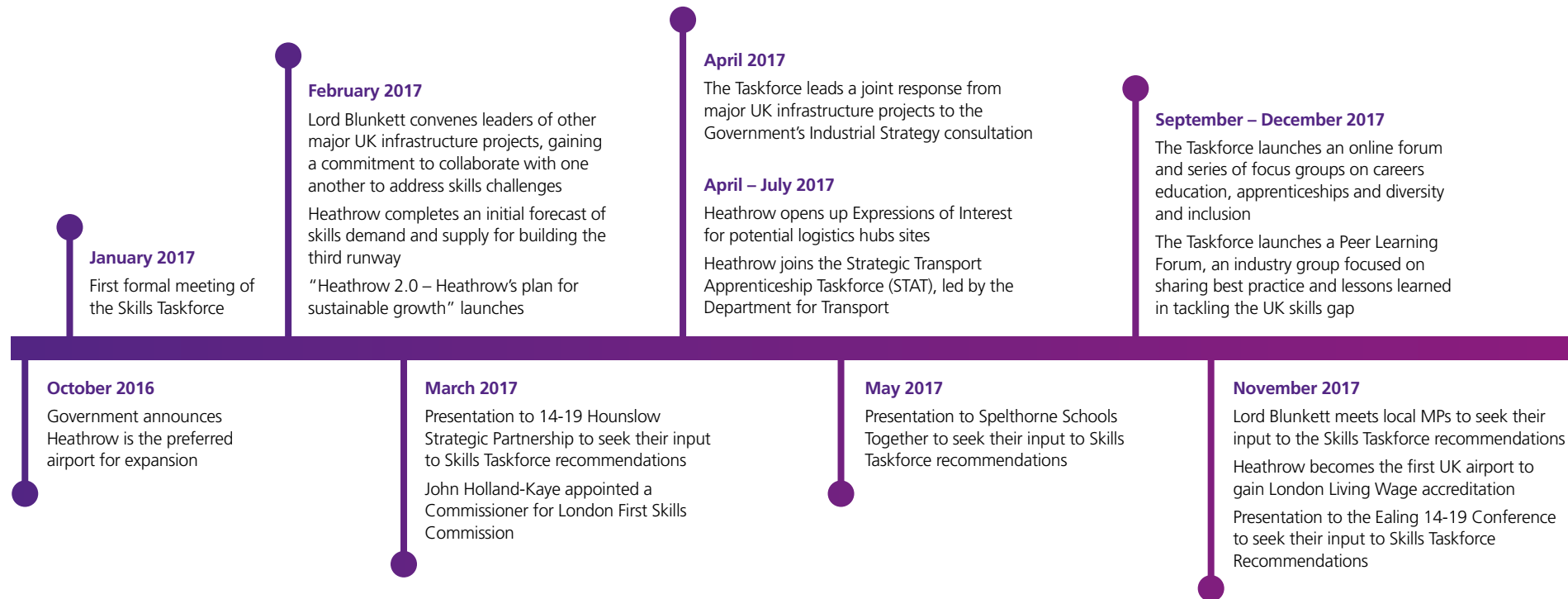
- Reviewed Heathrow's current work experience programme.
- Started a dialogue with the local further and higher education sector to facilitate greater collaboration.
- Hosted a series of roundtables for leaders in the construction and infrastructure industry and supported

an industry project to share good practice in defining, measuring and promoting 'social value'.

- Engaged the Construction Industry Training Board (CITB) to facilitate a skills workshop between major infrastructure projects to develop a common action plan to tackle the skills and productivity challenge.
- Secured an in-principle commitment from Heathrow's current four main construction suppliers to support the T-Level pilots, a new vocational qualification which provides 16-18 year olds with 45-60 days industry experience.
- Provided guidance on revising employer requirements of current supply chain to ensure training and employment ambitions are met.

To ensure that the Taskforce remained focused on delivering against its scope, issues such as housing and transport were discussed in relation to the broader impact on employment and skills, but more detailed considerations were not within its remit. The Taskforce hope to see these important matters be taken forward by Transport for London, the Department for Transport, other local transport companies, the Mayor's office and local boroughs.

# KEY MILESTONES



**February 2018**

Presentation to the Slough Association of Secondary Heads to seek their input to Skills Taskforce recommendations

Lord Blunkett convenes senior leaders from other major UK infrastructure projects resulting in a commitment to work together to support a common framework for defining, measuring and reporting social value

Meeting with the Department for Education to discuss how Heathrow can support the new T-Level qualification

John Holland-Kaye appointed Chair of Business in the Community's Employment and Skills Leadership Team

**May 2018**

The Taskforce commissions UCL Institute of Education to explore a Strategic Skills Partnership with further and higher education institutions

Presentation to Heathrow Strategic Planning Group (HSPG) to seek their input to the Skills Taskforce recommendations

Presentation to Slough Association of Primary School Heads to seek their input to Skills Taskforce recommendations

**September 2018**

Lord Blunkett presents the Skills Taskforce recommendations at the TUC Conference  
 CITB skills workshop with major infrastructure projects to develop a collaborative plan to tackle the UK skills gap

**January 2018**

Heathrow commits to expanding its work experience offer and create new career pathways based on recommendations from the Skills Taskforce Focus Groups

**April 2018**

Heathrow launches its first higher level technical apprenticeship and degree level apprenticeship including an MBA

**June 2018**

Heathrow launches its Shared Construction Apprenticeship Scheme

Presentation to the Hillingdon Association of Secondary Heads to seek their input to Skills Taskforce recommendations

Parliament votes to back Heathrow Expansion with a 296 majority

**January 2019**

Heathrow announces its response to the Heathrow Skills Taskforce recommendations

# HEATHROW SKILLS TASKFORCE MEMBERS

## Lord David Blunkett

Lord Blunkett became a peer in 2015, taking the title of Lord Blunkett, of Brightside and Hillsborough in the City of Sheffield. He was a member of Tony Blair's Cabinet for eight years from 1997 and served as the Secretary of State for Education and Employment and Work and Pensions, as well as Home Secretary.

As Chair of the Heathrow Skills Taskforce, David made clear at the outset that the expansion of Heathrow presents a unique opportunity to leave a skills legacy for the industry as well as meet the skills requirements to build and operate an expanded airport.

## Gail Cartmail

Gail is Unite the Union's Assistant General Secretary. She represents Unite on the Trade Union Congress (TUC) General Council and Executive Committee, is a member of the TUC's Union Learn Board and is the TUC spokeswoman for International Development.

Gail advised on maximising the apprenticeship opportunities and challenged Heathrow to leverage their supply chain and commercial partners to increase the quality, volume and skill levels of apprenticeships as well as challenge underrepresentation in the workplace.

## Professor Julia Buckingham CBE

Julia is Vice-Chancellor and President of Brunel University London. Throughout her career, Julia has combined research and education with supporting the broader aspects of academic life through work with the research councils, medical charities and learned societies.

Julia took the lead in challenging the Taskforce to consider how employers, the education sector and policy makers could collaborate to address the national shortages in the teaching profession, particularly STEM. Interested Taskforce members will continue to work with Lord Blunkett to make suitable representations to the government on this important issue.

## Professor Keith Ridgway CBE

Keith is the Professor of Design and Manufacture and Executive Chair of the AMRC at the University of Sheffield. He was awarded an OBE for services to UK manufacturing industry in June 2005 and a CBE for services to Manufacturing Research in January 2012.

Keith took responsibility for convening a range of organisations to promote the opportunities of the four planned logistics hubs and supported their Expressions of Interest submissions.

## Tracy Aust

Tracy is the Principal of West Thames College and has worked in the further education and Sixth Form sector for 20 years. Tracy is very active within the borough and sits on a number of steering groups which focus on strategic planning for education, training and employment.

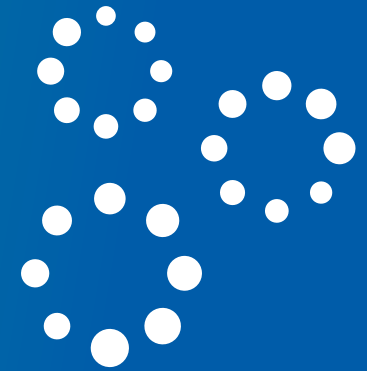
## Garry Phillips

Garry is the former Chief Executive of West London College. He is now the Chief Executive of City College Plymouth. Garry has had a career in further education for over 20 years. Garry and Tracy took responsibility for proposing how the FE and HE sector could be better utilised to create a sustained skills pipeline for the benefit of wider industry.

## Nick Caulfield

Nick is the Principal of Ditton Park Academy, Slough and has had a career in teaching for over 23 years. He is also the Senior Executive leader of the Slough Association of Secondary Heads who work collaboratively to ensure the successful future of their young people.

Nick brought valuable insights to Taskforce discussions on school and business engagement at both primary and secondary years, including where business can support education policy developments.



### **Cllr Julian Bell**

Julian is Leader of Ealing Council, a local authority that serves one of the largest boroughs in London, and one of the most diverse communities in the whole country. Recognising the importance of local economic issues, Julian's cabinet portfolio includes regeneration.

### **Heather Morgan**

Heather is the Group Head of Regeneration and Growth at Spelthorne Council. She is involved in developing links with local businesses, encouraging inward investment, and looking at how the Council can exert influence to improve educational and skills attainment in the borough.

Heather and Julian advised on local issues crucial to address and drive forward positive action as the expansion programme takes shape.

### **Neil Carberry**

Neil is the former Director of People and Skills at the CBI. His work included developing a framework to attract investment and job creation to the UK.

Neil advised on how Heathrow can maximise the opportunities that recent policy decisions could bring such as the Industrial Strategy and new education policy relating to T-levels.

### **Jason Millett**

Jason is Chief Operating Officer for Major Programmes and Infrastructure at Mace. He has over 20 years of industry experience and leads on some of the UK's most significant projects alongside the largest global programmes.

Jason took responsibility for advising how supply chains could be challenged to help address the skills gaps and shortages as well how to increase their engagement.

### **Scott Young**

Scott is Head of Employment & Skills, Tideway. He is responsible for leading the Tideway project's approach across its Main Works Contractors to maximise local employment, apprenticeships and promoting STEM education and careers. As a Jacobs employee, Scott has advised a number of major infrastructure projects on their approach to skills and employment across the utilities, nuclear and transportation sectors.

Scott has provided key insights to the Taskforce into best practice and lessons learned from their own infrastructure project as well others through engagement of wider networks.

### **Natalie Cramp**

Natalie is the former Chief Operating Officer at The Careers and Enterprise Company. In this role, she worked with schools and businesses to build a network of over 4,000

business volunteers to support teachers around the country with careers education.

Natalie took the lead in challenging Heathrow to improve its school engagement programme and create a skilled pipeline for the business whilst having a meaningful impact on schools and young people.

### **Dr Rania Marandos**

Rania is the Chief Impact Officer at Step up to Serve. She began her social action journey at an early age, supported by Girlguiding and continued to be an active volunteer, working mainly in schools, the criminal justice system and mental health settings.

Rania set the challenge for Heathrow to consider how its recruitment and development practices could further recognise the value of skills gained through social action.

### **Becky Brooks**

Becky is a Membership Engagement Manager at enei (Employers Network on Equality and Inclusion). She is also co-chair of the WharfAbility and deputy chair of the MidlandsAbility disability networks as well as representing enei on the Disability Confident Professional Advisors Group.

Becky advised on ensuring that diversity and inclusion is integral to all recommendations and shared good practice of other organisations and major projects.

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*“With over 76,000 people employed, from security managers to air traffic controllers, Heathrow is unique in the variety and volume of opportunities it supports at the airport and throughout our supply chain.*”

*Heathrow expansion is a once in a generation project which will create opportunities for tens of thousands of people to fulfil their potential through a career at the airport.*

*The Heathrow Skills Taskforce undertakes essential work looking at how we can maximise those opportunities. I agree with the ambition that we should go beyond a ‘Business as Usual’ approach and welcome the challenge set out in the recommendations. Over the coming months, we will be looking at them closely and will deliver our response early next year.”*

John Holland-Kaye  
Chief Executive, Heathrow Airport Limited



	<b>West London Economic Prosperity Board 7</b>  <b>20 November 2018</b>
<b>Title</b>	<b>Future priorities</b>
<b>Report of</b>	Paul Najsarek, Chief Executive, LB Ealing
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	<b>Appendix One:</b> West London Vision for Growth Action Plan, September 2016 <b>Appendix Two:</b> West London Economic Prosperity Board, Annual Report 2017 <b>Appendix Three:</b> UK Industrial Strategy Summary Document
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: <a href="mailto:wardlu@ealong.gov.uk">wardlu@ealong.gov.uk</a> , T: 07738 802929

## Summary

This report is intended to review progress delivering the West London Economic Prosperity Board's (WLEPB) Vision for Growth, which it agreed in September 2016, and to note the success to date delivering the strategy in a relatively short period of time.

This report also identifies a number of new and emerging themes relating to the economic prosperity agenda for West London boroughs that the WLEPB is asked to consider for incorporation into a refreshed Vision for Growth that will be further developed and returned to the Committee at a later date.

Finally, the report provides a short overview of the current macroeconomic climate and policy context for both London, the UK and internationally, which the approach of West London boroughs will need to respond to in order to deliver the best possible economic outcomes for residents and businesses over the short, medium and longer term.

## Recommendations

**Leaders are asked to:**

- 1. NOTE the summary of progress to date delivering the West London Vision for Growth, as described in sections One and Two of this report.**
- 2. COMMENT on the areas identified in Section Four for incorporation into a refreshed work plan for the Committee.**

**3. AGREE that a refreshed work plan, incorporating these comments, be developed in consultation with officers and returned to a future meeting of the WLEPB.**

**1. BACKGROUND**

- 1.1 In September 2016 the West London Economic Prosperity Board (WLEPB) agreed its joint plan for delivering economic prosperity, investment, jobs and growth across West London boroughs. The plan was designed from the outset to be ambitious.
- 1.2 This West London Vision for Growth Action Plan contains four main themes:
1. Housing Supply
  2. Productivity, Skills & Employment
  3. Infrastructure
  4. A Competitive Economy

**Figure 1: The West London Vision for Growth**



- 1.3 Each of these themes contains a more detailed set of underlying actions and activities to be delivered over the short, medium and longer term, each of which has been taken forward by Officers (See Appendix One), working in partnership with external organisations such as the Greater London Authority, Transport for London, London Councils, London & Partners and West London Business.

**2. Achievements of the Committee to Date**

- 2.1 The WLEPB has had a number of successes in delivering the ambitions set out in the Vision for Growth over a relatively short period of time. These have included:

- **Finance Devolution:** In October 2018 boroughs Secured £11.13m of new resources from the devolved pool of business rates through the

Strategic Investment Pool (SIP) process, to invest in high speed digital infrastructure for businesses and communities, and in the development of a skills and productivity programme aimed at helping West Londoners from all background to succeed in work, and to ensure businesses have access to the high-quality employees they need to succeed. This was the biggest award given to any individual sub-region in London. The strength of the West London bids to the Pool also influenced the allocation of at least £15m of SIP resources in other parts of London, meaning that West London Alliance boroughs jointly had in impact on how more than half the entire SIP resource in London was allocated.

- **Infrastructure:** Successfully embedding the West London Orbital scheme, with its c.20,000 associated new homes, thousands of new jobs, and around £200m of Community Infrastructure Levy into the Mayor's Transport Strategy and London Plan following the successful feasibility study undertaken by the Board. This scheme is now working towards a Business Case by early 2019.
- **Employment Programmes:** The Work & Health Programme has now commenced, having secure £16m of European Social Fund monies, and is currently working towards supporting 14,000 people into employment over a ten-year period.
- **Joined-up Strategic planning:** In February 2018 West London Alliance boroughs won nearly £800,000 from the Ministry of Housing, Communities and Local Government to invest in delivering the local plans of individual boroughs and in infrastructure priorities, freeing up scarce resource and officer time for other activities.
- **One Public Estate:** Boroughs were awarded £700,000 for a joined-up OPE programme in the first part of 2018. The programme accounts for a sixth of all the OPE outputs targeted by the Cabinet Office nationally. The programme is being taken forward across West London by a Board consisting of borough, TfL, government, the NHS and the GLA.
- **Inward Investment and International Trade:** Capital West London (CWL) was established as the borough's shared inward investment and business support programme. To date the service has secured numerous dialogues between boroughs and investors, and secured sponsorship from a broad set of partners including HE, FE, London & Partners and a range of developers and businesses across West London. The service has been designed to be financially self-sufficient. On 30 October the first major CWL conference was held, with over 200 attendees, three deputy mayors and a wide range of senior partners from industry, business and government.

2.2 The above successes mean that a significant part, although not all, of the Vision for Growth Action Plan the WLEPB endorsed in September 2016 (Appendix One) has now been delivered, or the objectives set out within it are well on their way to delivery. Those areas not yet delivered continue to be worked on and an update on these will form the basis of a future performance report to the Board.

2.3 Now then is an appropriate time for the WLEPB to consider what areas it may wish to focus on over the coming period, given the above successes, whilst taking into

account the key economic challenges and opportunities faced by West London boroughs individually and together as a sub-region in the years ahead. The next section of this report explores what these might be and suggests some areas the Committee may want to consider for incorporation in the future.

### 3. Emerging Themes for 2019 and beyond

#### 3.1 *Economic Context:*

3.2 The macro-economic conditions at the time of this report are evolving from those that existed when the original Vision for Growth Action Plan was agreed in September 2016. Inflation remains historically low, as does unemployment and the level of household income growth.

3.3 There are a number of significant indications that this situation will change in the coming years. The current economic climate is characterised by uncertainty over the medium and longer term, particularly in relation to Brexit, growing barriers in relation to international trade, and a broadening consensus that the global economy is close to the top of the current cycle, suggesting a global economic contraction may be due.

3.4 The net impact of these factors appears to be leading to rates of business investment slowing, with evidence from a range of sources now suggesting that some significant investment decisions are being either delayed or reconsidered. These decisions will have long-term growth and employment consequences for the UK, London and West London economies if they occur, and so action now to respond clearly could have a significant positive impact.

3.5 In terms of the labour market, many sectors in West London are dependent on workers from the European Union e.g. construction, health, social care, logistics, hospitality and food manufacturing. There are indications that structural changes in the composition of the nationalities of the labour market, and changing family sizes, could have particular influence on these sectors. This will affect longer-term growth projections for the economy, the health and wellbeing of the population, and the rate of growth in the tax base.

3.6 Separate to but alongside these demographic shifts is the continuing impact that technological change, particularly automation and artificial intelligence, is having on the labour market and across different sectors and skills levels.

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

#### 3.8 *Policy Context*

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

The five foundations described in the Industrial Strategy overlap closely with the West London Vision for Growth and are:

1. Ideas: encouraging the UK to be the world's most innovative economy
2. People: ensuring good jobs and greater earning power for all
3. Infrastructure: driving a major upgrade to the UK's infrastructure
4. Business environment: guaranteeing the best place to start and grow a business
5. Places: creating prosperous communities across the UK

Local "LEP" areas, including London via the GLA, will be encouraged by Government to have a Local Industrial Strategy (LIS) that is likely to be linked to funding e.g. from the UK Shared Prosperity Fund, or to finance new transport infrastructure. Further guidance is currently awaited about how these will be developed, and how local areas will be consulted with and influence them. The process of developing LISs is expected to commence in the first part of 2019, and any work undertaken in West London will align with this process where appropriate in order to maximise the potential of future funding to invest in economic growth.

3.10 **GLA Economic Development Strategy (EDS):** The EDS sets out how the Mayor aims to ensure that all Londoners can benefit from economic growth across the capital. The strategy is intended to provide a framework for the London Economic Action Partnership's upcoming activity in supporting businesses across London to grow and prosper.

3.11 The draft EDS identifies a number of key themes to address in order to achieve continued economic growth across the capital that all Londoners can benefit from. These are:

- A fairer, more inclusive economy – including better educational opportunities for all, a lower cost of living, fairer pay and employment practices, better health and less poverty.
- Creating the conditions for growth – through enhanced workspace, better transport and infrastructure, more innovation and better skills, and by encouraging enterprise and entrepreneurship.
- Supporting London's sectors – including smart services, life sciences, tech and digital, and the cultural, creative and tourism industries.
- Delivering the Mayor's vision – through partnership work and support from everyone with a stake in London's economy.

3.12 The Mayor states that he will work with communities to ensure they also feed into policy development and delivery, whilst continuing to work with London boroughs, the wider South East region and other UK cities to support growth both locally and nationally.

#### 4. **Emerging Policy Priorities for West London**

4.1 The four themes set out in the Vision for Growth (Appendix 1, and Section 1.2 above), as well as the broader policy and economic context outlined above, provide a useful framework around which new and emerging objectives and areas for future activity can be aligned.

4.2 Furthermore, discussions with officers from across West London Alliance councils, as well as key strategic partners at the London level, and in the business

community through the WLA's Capital West London Programme and with West London Business, have identified a need for emphasis in improving digital connectivity and on investing in transport infrastructure to be embedded into the programme:

### **1. Housing Supply**

- I. Delivering Homes associated with West London Orbital and any other major transport infrastructure programmes
- II. Attracting external funding that allows land for housing to be unlocked e.g. in relation to master planning, land assembly or change of use.
- III. Delivering OPE, and submitting further bids to future rounds if supported by West London Boroughs.
- IV. Understanding new construction techniques and designs to guide placemaking and regeneration e.g. modular housing.

### **2. Skills, Employment and Productivity**

- I. Delivering on the promise of business rates devolution, particularly Skills Escalator and productivity-related projects.
- II. Making the most of the Apprenticeship Levy, in particular working with businesses and London government to develop pooling arrangements and strengthen alignment between the way the pool is used and the needs of businesses
- III. Making most of the devolution of the Adult Education Budgets with the GLA and London Councils
- IV. Delivering the Work & Health Programme in partnership with boroughs.
- V. Strengthening the role of public sector supply chains in strengthening the skills and employment offer, e.g. through London Living Wage, ESOL and the Apprenticeship Levy.
- VI. Ensuring West London gains maximum benefit from the future UK Shared Prosperity Funding, which is replacing European funding arrangements.

### **3. Infrastructure**

- I. Identifying future major infrastructure schemes, transport digital or otherwise that would have the biggest impact on future growth, and take them forward.
- II. Delivering the West London Orbital in partnership with TfL, GLA and Network Rail.
- III. Delivering the West London high speed broadband investment programme with TfL and the GLA.
- IV. Identify a menu of options for generating income from digital investments and roll them out across boroughs.
- V. Establishing West London boroughs as a world-class test bed for Smart City investments, and for trialling innovative new technologies that will give West London boroughs a competitive advantage.

#### **4. Business Competitiveness, investing in growth, Fiscal Devolution**

- I. Supporting high potential business through the Capital West London programme and West London Business to grow by helping them to trade abroad, particularly for high-growth sectors.
- II. Engaging with Govt in devolution, particularly in relation to business rates to ensure West London boroughs are able to invest to proceeds of economic growth.
- III. External investment opportunities: Securing resource from external sources, including government and the GLA, to invest in delivering the above priorities, eg. The SIP and the forthcoming Shared Prosperity Fund.
- IV. Working with universities to support local businesses to grow and to scale, creating new jobs and growing the tax base.

6.3 The activities and growth objectives outlined above, if agreed by the WLEPB, would be developed further in alignment with and support of the wider shared priorities of West London boroughs. E.g. in relation to community safety and resilience, health & wellbeing, air quality, and environmental sustainability, and more broadly with an emphasis on understanding the evolving needs of local communities and businesses.

#### **7. Towards a refreshed Vision for Growth Action Plan**

- o Subject to the views and comments of the WLEPB, the themes outlined above will be developed further, with the focus on delivering measurable investments that generate jobs, business rates revenue, homes, and infrastructure that would not otherwise have occurred. The refreshed plan will be returned to the WLEPB at its meeting on 27 February 2018.

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

This report is needed because the West London Vision for Growth requires a refresh in light of the strong progress towards delivering the strategic borough objectives set out within it over 2017 and 2018 (to date).

#### **9. REASONS FOR RECOMMENDATIONS**

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

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

n/a

#### **12. POST DECISION IMPLEMENTATION**

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

### **13. IMPLICATIONS OF DECISION**

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

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

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

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

### **12. Legal and Constitutional References**

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

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

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

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

### **13 Risk Management**

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

### **14. Equalities and Diversity**

- a. The Vision for Growth recognises the need to ensure that people from all backgrounds are able to benefit from growth. Individual programmes within the Vision will have equality impact assessments undertaken on a case by case basis
- b. **Consultation and Engagement**
- c. West London Growth Directors discussed the content of the Chairman's Review when the met on 1 February 2018 to ensure focus on the highest priority areas and alignment between borough-level work and sub-regional activity in relation to economic growth.

## 15. BACKGROUND PAPERS

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

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

**Appendix Two:** West London Economic Prosperity Board, Annual Report 2017

<http://democracy.brent.gov.uk/documents/g3636/Public%20reports%20pack%20Tuesday%2021-Mar-2017%2015.00%20West%20London%20Economic%20Prosperity%20Board.pdf?T=10>

**Appendix Three:** UK Industrial Strategy Summary:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/744544/local-industrial-strategies-policy-prospectus.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/744544/local-industrial-strategies-policy-prospectus.pdf)





HM Government

# Local Industrial Strategies

## Policy Prospectus

October 2018



**INDUSTRIAL  
STRATEGY**

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**“ We will work in partnership with places to develop Local Industrial Strategies, which will be developed locally and agreed with Government ”**

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Industrial Strategy: Building a Britain fit for the future (November 2017)

# Introduction

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*The recently published Strengthened Local Enterprise Partnerships set out that reformed and stronger Local Enterprise Partnerships will adopt a single mission: to promote productivity by delivering Local Industrial Strategies.*

We are now setting out the objectives, policy rationale and approach to developing Local Industrial Strategies in partnership with places. We will also outline next steps on engagement and implementation with Mayoral Combined Authorities and Local Enterprise Partnerships.

We want to build on the innovative approaches in Scotland, Wales and Northern Ireland.

This includes building on City and Growth Deals, supported by their respective boards, and working with places in Scotland, Wales and Northern Ireland - and with our partners in each devolved administration - to explore Local Industrial Strategies that align with regional, national and UK priorities.



# Summary and objectives

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*Local Industrial Strategies will be long-term, based on clear evidence and aligned to the national Industrial Strategy.*

They should set out clearly defined priorities for how cities, towns and rural areas will maximise their contribution to UK productivity. Local Industrial Strategies will allow places to make the most of their distinctive strengths. They will better coordinate economic policy at the local level and ensure greater collaboration across boundaries.

Subject to Local Industrial Strategies being agreed in places by Government, they will help to inform local choices, prioritise local action and, where appropriate, help to inform decisions at the national level.

They will also provide strategic overview which will inform Local Enterprise Partnerships' approach to any future local growth funding deployed through them. In conjunction with the key reforms set out in the Strengthened Local Enterprise Partnerships, Local Industrial Strategies will help local areas in England decide on their approach to maximising the long-term impact of the new UK Shared

Prosperity Fund once details of its operation and priorities are announced following the Spending Review.

Government is committed to Local Industrial Strategies so that all places:

- ▶ **Are able to increase productivity and realise their potential:** building on well-evidenced and distinctive strengths aligned with the national Industrial Strategy.
- ▶ **Set out the spatial impacts of national and local policy across our cities, towns and rural areas:** informing priorities and choices and demonstrating how they will allow all communities to contribute to, and benefit from, economic prosperity.

# Context

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*The modern Industrial Strategy set out the Government's ambition to increase productivity and earning power across the country.*

The modern Industrial Strategy set out the Government's ambition to increase productivity and earning power across the country. Yet our economic success has never been forged by central Government alone. It has required the ambition and ingenuity of local business and civic leaders.

Since 2010, we have delivered on an ambitious agenda including: **City Deals**, which provided the toolbox for places to address specific opportunities and challenges; **Devolution Deals**, which took this further, placing the responsibility and rewards of economic growth in the hands of newly elected **Metro Mayors**; and **Local Enterprise Partnerships** across the country, which developed **Strategic Economic Plans** to invest through the **Local Growth Fund**. Local Industrial Strategies will build on this approach. They will allow us to deepen partnerships and establish new ways of working between national and local government, and the public and private sectors.

As set out in the Industrial Strategy White Paper, we expect that Local Industrial Strategies will help guide the strategic use of local funding streams; they will also act as a gateway to any future local growth funding being deployed through strengthened Local Enterprise Partnerships. Local Industrial Strategies should, however, remain strategic documents and not contain any proposals that require new funding or have spending implications outside of existing budgets available to local areas.

# Rationale

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*We know that growth does not happen in the abstract.*

Cities, towns and rural areas across the UK contribute to growth at the national level. They have different assets and different opportunities to capitalise on emerging technologies or new global markets.

Local Industrial Strategies should set out clearly defined objectives to increase the productivity of the local economy. They will address local strengths and weaknesses, as well as market opportunities and failures. Barriers to growth also vary across the country - and within localities - so the appropriate mix of policies to boost productivity will vary too.

In England, Local Industrial Strategies provide an opportunity for Local Enterprise Partnerships and Mayoral Combined Authorities to engage and involve business in developing a shared vision for the long-term. To achieve this, Local Industrial Strategies will need to

be a product of extensive consultation with businesses, a broad range of public partners and the civil society sector. Where assets, opportunities and challenges extend beyond their geographies, we encourage Local Enterprise Partnerships and Mayoral Combined Authorities to collaborate across those boundaries to maximise growth through initiatives such as the Northern Powerhouse and Midlands Engine. Local Industrial Strategies should also set out where and how places can best work with Government to address shared priorities.

# Developing a Local Industrial Strategy

*As we set out in the Industrial Strategy White Paper, we will work in partnership with places to develop Local Industrial Strategies, which will be developed locally and agreed with Government.*

Places in England with a Mayoral Combined Authority will have a single strategy led by the mayor and supported by Local Enterprise Partnerships. For parts of England without a mayor, the development of the strategy will be led by the Local Enterprise Partnership.

The Industrial Strategy White Paper set out that the first Local Industrial Strategies will be agreed with Government by March 2019.

Government will aim to agree all places' Local Industrial Strategies in England by early 2020. Agreeing a Local Industrial Strategy for their area with Government will be a necessary condition for Mayoral Combined Authorities and Local Enterprise Partnerships to draw down any future local growth funding being deployed through them.



Agreement of Local Industrial Strategies will be dependent on a Local Industrial Strategy being consistent with this document.

To be successful, Local Industrial Strategies must be developed from the bottom up and led by those who best know the needs of local economies. Our experience of working with trailblazer areas has allowed us to inform locally-led approaches.

Local Industrial Strategies should:

### Evidence

**Set out a robust and open evidence base.** This will draw out the relative strengths and weaknesses of the local economy, with an emphasis on increasing productivity. Places should harness the expertise of universities, independent experts, the civil society sector and other stakeholders to develop a granular understanding of the local economy.

### Focus

**Map out specific opportunities and challenges.** This will build:

- ▶ **On specific distinctive local strengths and address any local weaknesses.** This may involve an emphasis on skills, whilst in others it may be land supply, congestion or working with relevant local authorities in the delivery of housing where it is a barrier to growth.

In others, it may involve harnessing distinctive strengths to meet the Industrial Strategy's **Grand Challenges** (Artificial Intelligence and data; ageing society; clean growth; future of mobility). And for others, it may involve identifying weaknesses in productivity across their local areas or communities, such as in isolated rural or urban communities.

- ▶ **Across the foundations of productivity.** As well as articulating specific strengths, any strategy intending to drive productivity must address the fundamentals of local economies. In line with the Industrial Strategy, local strategies should identify priorities across **Ideas, People, Infrastructure, Business Environment and Places**. In addition to this, they should set out the inter-connectedness of these priorities in a place, and where local action will add value in providing greater policy integration.

## Collaboration

**Make clear how Mayoral Combined Authorities and Local Enterprise Partnerships will work in partnership with public and private stakeholders to achieve their ambitions.** The best Local Industrial Strategies will show how places have brought together partners to achieve shared ambitions within and across boundaries. This could include how partners collaborate across broader regional geographies such as the Northern Powerhouse and Midlands Engine. This will allow strategies to inform choices of how to improve productivity.

## Prioritisation

**Prioritise specific, achievable and long-term ambitions.** Using this evidence, these priorities should relate to specific challenges and future opportunities to enhance productivity. Local Industrial Strategies should not set out to be exhaustive, but instead identify a strategic course, supported by complementary policies and actions.

## Evaluation

**Set out clear plans to evaluate progress.** This should be proportionate and initiated from the start of the process. The best Local Industrial Strategies will specify what success looks like and build in a transparent mechanism for monitoring how it is being achieved. Places should continue to engage with independent expertise in this area. This could include drawing on the lessons of policy evaluation such as the *What Works Centre for Local Economic Growth* and their recent work around Local Industrial Strategies.

# Next steps on implementation and engagement

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## **Will all Mayoral Combined Authorities and Local Enterprise Partnerships develop a Local Industrial Strategy?**

**We have invited all remaining Mayoral Combined Authorities and Local Enterprise Partnerships to begin developing a Local Industrial Strategy.**

We have already been working intensively with Greater Manchester, West Midlands and partners across the Oxford - Milton Keynes - Cambridge corridor to develop trailblazer Local Industrial Strategies. Our approach has drawn on this approach.

This invitation is subject to places demonstrating commitment to responding to the recommendations of the Strengthened Local Enterprise Partnerships in full.

## **How should Local Enterprise Partnerships demonstrate they are committed to implementing the Local Enterprise Partnership review recommendations?**

We expect all Local Enterprise Partnerships to show how they intend to use additional capacity funding to support future work on Local Industrial Strategies.



We expect to receive this material alongside an implementation plan to respond to Strengthened Local Enterprise Partnerships, which will include any suggested changes to Local Enterprise Partnership geography.

### **What are the next steps for engagement?**

The Government will take a phased approach to working with places across the country and announced the second wave of places in July. We encourage all Mayoral Combined Authorities and Local Enterprise Partnerships to continue to work towards developing their Strategy.

Government will work with the Local Enterprise Partnership Network and others to establish a series of regional workshops over the coming months. This will allow us to support locally-led work, discuss the policy principles in more detail, and ensure the sharing of approaches within the sector.

All Local Enterprise Partnerships and Mayoral Combined Authorities will have dedicated official support from an Area Lead within the Cities and Local Growth Unit - a joint Unit between the Department for Business, Energy and Industrial Strategy and the Ministry of Housing, Communities and Local Government.

Government will also be undertaking further work with a wide range of partners, including universities, think tanks, and business representative organisations, as we continue to develop our approach. This will ensure that the policy development is informed by latest thinking and international best practice.

### **What is within the scope of a Local Industrial Strategy?**

The national Industrial Strategy provides a policy framework against which major private and public sector investment decisions can be made with confidence. Our national framework will only be effective if it reflects and makes the most of opportunities and challenges facing places across the country. As set out above, priorities will vary across the country. They might include ambitions to drive housing growth, make use of land supply, improve local skills or strengthen communities. They will also need to make use of existing local governance arrangements.

### **Will there be additional funding to develop a Local Industrial Strategy?**

As set out in Strengthened Local Enterprise Partnerships, we will provide an additional £200,000 in 2018/19 to Local Enterprise Partnerships that clearly set out how they will adopt its recommendations. This will allow them to both implement the review and embed evidence within Local Industrial Strategies.



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## West London Economic Prosperity Board 8

20 November 2018

<b>Title</b>	<b>West London Orbital – Progress and Next Steps (standing item)</b>
<b>Report of</b>	Amar Dave, LB Brent
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	APPENDIX 1: Mayor's Transport Strategy proposal for the West London Orbital (Proposal 88)
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, E: <a href="mailto:wardlu@ealing.gov.uk">wardlu@ealing.gov.uk</a> , T: 07738 802 929

### Summary

This report provides the committee with an update on work relating to the West London Orbital (WLO) rail line. Since the last meeting of the Committee in September 2018, close working between WLA boroughs, TfL, and the GLA has continued along the lines set out in section three of this report.

The development of the Business Case for the scheme is now nearing completion, and this report summarises the key areas of activity that are being undertaken as part of that.

The Committee should note that, subject to there being no slippage in timescales, the Business Case for the scheme should be completed by January 2019.

### Recommendations

**Leaders are asked to:**

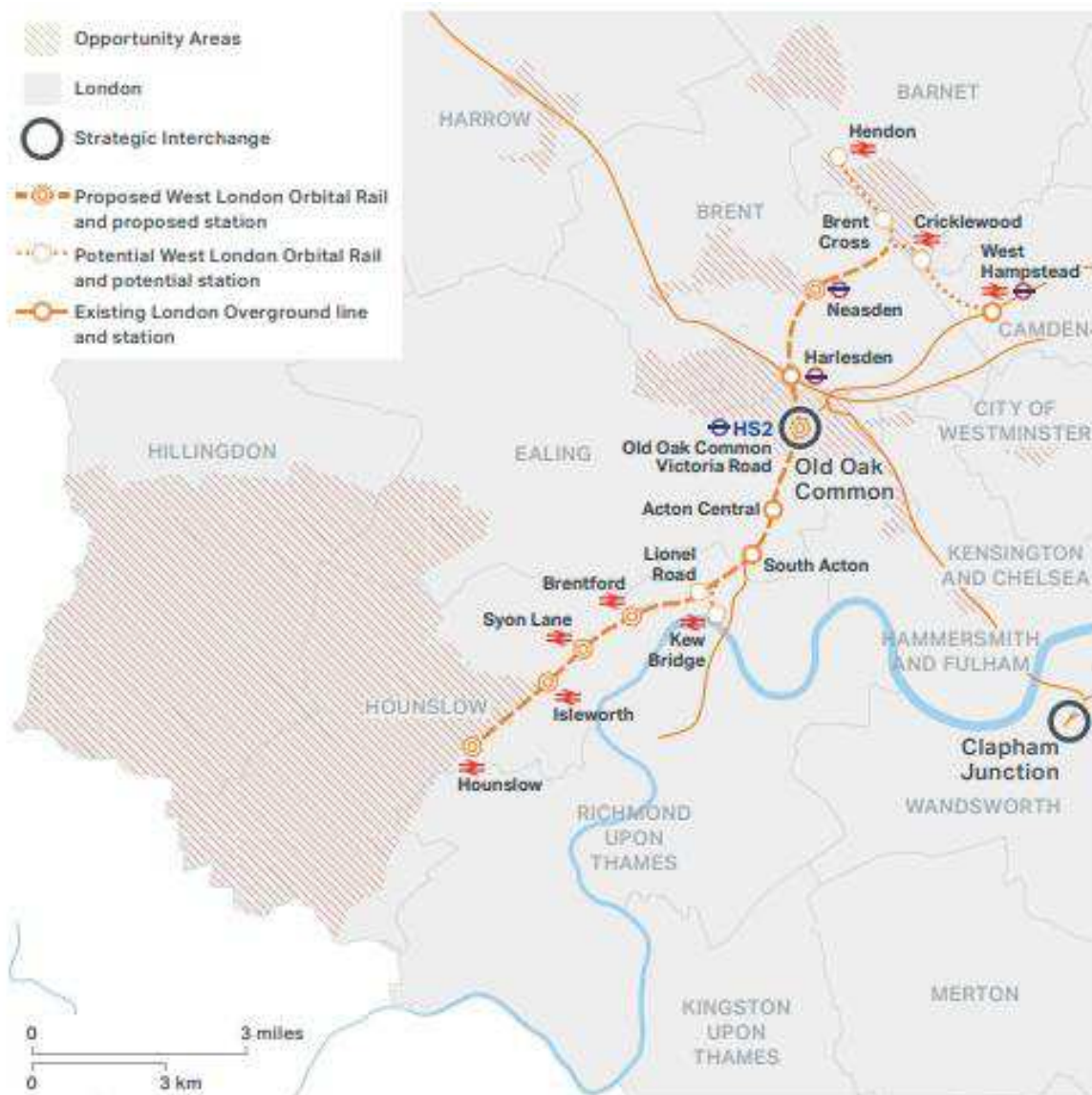
- 1) **NOTE** that the Outline Case for the Scheme is currently being developed, and will return to a future meeting of the Committee.
- 2) **NOTE** the timeline and approach set out in sections two and three of this report
- 3) **IDENTIFY** any additional actions or activities for consideration not already included within the WLO programme.

## 1. WHY THIS REPORT IS NEEDED

The WLEPB has previously identified the WLO rail line as a scheme of shared priority and, working with TfL, has ensured that the scheme is incorporated into the Mayor's Transport Strategy. The scheme also features in the London Plan. The WLEPB has agreed that progress and next steps relating to the project be a standing item on its agenda, something suggested by the Deputy Mayor for Transport during their meeting with her in summer 2017.

On-going development activity by borough planning teams through their individual Local Plan processes, as well as by TfL now, means the focus has moved from influencing and lobbying activity towards the delivery of the scheme and its associated programmes of work, in particular a Business Case.

**FIGURE 1: Route of the line (From Mayor's Transport Strategy, 2018)**



## **2. MAIN BODY**

This remainder of this report is divided into a number of sections, covering:

- 2.1. Current Position**
- 2.2. Activity expected from September 2018 onwards**
- 2.3. work undertaken to date (September 2018)**
- 3. Programme outline and timescales**
- 4. Governance**
- 5. Risks, Issues, Challenges**
- 6. Next steps**

### **2.1 Current Position**

- Planning and technical professionals from a range of organisations continue to coordinate the delivery of a programme of work to progress the WLO. Partners include WLA boroughs, TfL, the GLA and Network Rail. This work is focusing on developing the overall detail of the scheme, including an updated business case, funding strategy, passenger demand modelling, technical specifications, and crucially also putting in place the appropriate planning policy that will be required to create the high quality new jobs and homes that will be enabled along the length of the route.
- This means for example in relation to working sensitively to intensify and diversify industrial land in a way that both maintains jobs and employment space, whilst also allowing quality new homes and communities to be brought forward and built.
- Individual borough planning teams are all at different stages in the development of their local plans, including initial public consultations (“Regulation 18” and “Regulation 19” consultations), which are, where appropriate and in a locally-focused way, including reference to the scheme in order to gauge community and business views, and to build the planning policy that will be required to enable the successful delivery of the scheme

### **2.2 Activity required from September 2018**

TfL are approaching the end of the first phase of their programme, in which they, working with WLA boroughs, the GLA and Network Rail, have been further developing the scheme’s feasibility and specifications. Continuation of the programme will be dependent on satisfactory completion of these pieces of work, which we expect to be completed by January 2019 (see section 3).

The approach to delivering the above will be subject to dialogue between WLA boroughs, London Government, TfL, GLA and Network Rail. The key principle in relation to the approach remains that that the sector with the greatest competence in a particular area will lead on the element of the programme e.g. TfL is leading on the rail delivery project, whilst local government is focused on gaining the maximum community and economic benefit from the housing and regeneration elements. All strands of work, irrespective of the lead organisation, will be undertaken in a joined-up way and delivered in coordination under a single governance structure, with full democratic accountability at all points.

### 2.3 Work completed to date:

- The Committee agreed the West London Orbital Scheme as a **shared infrastructure priority** at its meeting on 22 March 2017
- **Mayor's Transport Strategy** incorporates West London Orbital as a London and TfL priority, from March 2018. The **draft London Plan** also contained reference to the WLO.
- **Feasibility Study and outline business case** into the line completed and approved by the Committee on 22 September 2017. The Study found the scheme to be **technically feasible** and with a "Benefit-Cost Ratio" (BCR) of 2.2:1, representing high value for money.
- Scheme cost currently estimated to be in the region of £265m. A potential operating subsidy was identified which will need to be addressed in future work.
- Boroughs are incorporating the scheme into Local Plans, starting with initial consultations (Regulation 18 and 19) throughout 2018 and early 2019.
- In addition to support from the GLA and TfL, London Councils are supporting the WLO. This was reflected in their MTS response in early 2018.
- On 29 September 2017 the Deputy Mayor for Transport joined Leaders along with senior representatives from TfL, Network Rail and OPDC for a **tour of the line**.
- Officers have engaged with a number of potential market providers of **battery-powered rolling stock**, which may be operated along the WLO as an alternative to either diesel units or full electrification.
- Borough senior planning and transport officers met with the TfL Team, including their newly appointed WLO project sponsor, and Network Rail on 10 May 2018 to coordinate activity and to agree alignment between the approaches of all organisations involved in this scheme from the outset and to mitigate any risks or challenges from as early a stage as possible.
- Bid for complimentary and enabling measures" relating to the WLO submitted to London Councils on 31 May 2018 through the **Strategic Investment Pool** process.

- WLO was a theme at the Capital West London conference on 30 October, and had strong support from attending businesses, developers, and other stakeholders.

There are a considerable number of rail projects happening in London that are likely to interact in some way with the WLO. E.g. High Speed 2, Elizabeth Line, Crossrail 2 etc. It will be important that as these move forward they do so in a way that does not preclude or put at risk the WLO. This is a risk to the project (see section 4) and is being monitored through on-going engagement with key partners including OPDC, Network Rail and TfL.

### 3. Developing programme outline and delivery timescale

Three broad work streams are progressing in parallel to each other. The exact scope of each of these programme areas is being constantly refined, and they are summarised below. It should be noted that these are being undertaken simultaneously and in a coordinated fashion:

1. Rail line and station technical feasibility and development
2. Funding package development (covering technical analysis, construction and line operation)
3. Place making, housing and regeneration

NOTE: This programme plan represents a snapshot in time and will be continually updated and kept under review as the scheme progresses and as additional information becomes available.

#### **3.1 Work stream 1: Rail line and station development**

This work stream sets out how the technical planning and construction work associated with developing the line will be taken forward. The below is simply an indicative working timeline, and is subject to review. Each stage is subject to satisfactory completion of the preceding package of work.

<b>Project</b>	<b>Description</b>	<b>Output</b>	<b>Timescale</b>
Phase 1: Review and business case (nearing completion)	<ul style="list-style-type: none"> <li>- Review of feasibility work</li> <li>- Further demand modelling</li> <li>- Timetabling</li> <li>- Update business case</li> </ul>	Updated business case (Green Book compliant), Identify planning consents route	Complete by January 2019

Phase 2: Further design work, GRIP 2 (TBC)	<ul style="list-style-type: none"> <li>- Multi-disciplinary design study</li> <li>- Environmental assessment</li> <li>- Operational assessment</li> <li>- Cost estimates</li> <li>- Strategic Outline Case</li> </ul>	Specification of GRIP 3 and 4 requirements	9-12 months (completed around September 2019) subject to feasibility and funding
Stage 3 – “Single preferred option” (TBC)	<ul style="list-style-type: none"> <li>- Undertake GRIP 3 (Single Option Selection) and GRIP 4 (Concept Design &amp; Approval in Principle) design studies.</li> </ul>	public consultation	18 – 24 months (completed September 2021)
Stage 4 – Transport & Work Act Order (TBC)	<ul style="list-style-type: none"> <li>- Evidence base (environmental and transport assessment)</li> <li>- Confirm funding</li> </ul>	Updated business case	12 – 18 months (c. March 2023)

### **3.2 Work stream 2: Funding package development**

This work stream sets out how the line’s construction and operation will be resourced in a sustainable, economically and socially acceptable way.

<b>Project</b>	<b>Description</b>	<b>Timescale</b>
Programme delivery resources secured	Sufficient resources for appropriate programme management and technical feasibility work	Completed –Resourced via TfL and external money secured from central government from the MHCLG Planning Delivery Fund
Funding options study (covering line construction costs and subsequent operation)	Identify achievable and acceptable options for securing resourcing for both line construction and to address/minimise any	Being Commissioned by TfL, with strategic input from boroughs. Completed by late 2018

	potential operating subsidy that may be required.	
Externally available capital funding options	Engagement with GLA, DfT and TfL on construction funding. Possibly including future “HIF2” funding.	On-going

### **3.3 Work stream 3: Place making, housing and regeneration**

<b>Project</b>	<b>Description</b>	<b>Timescale</b>
Local Plan incorporation	WLA boroughs incorporate scheme formally into their Local Plans, including fully public and stakeholder engagement and listening via Regulation 18 and 19 consultations undertaken in a joined-up way across boroughs	Currently underway, completed by late 2019
Place making and master planning	High quality place making and community creation at appropriate points along the line, in a way that integrates the line with existing and new communities and employment areas – this formed the basis for the recent bid to the Strategic Investment Pool (SIP).	Varies by borough, external resource to support this work being sought. Place-making activity will be led by individual boroughs in coordination, to deliver the full possible benefit of the scheme to local communities.
Resource allocation to support scheme development	Identification of resources from developers to support construction of the line, undertaken by individual boroughs according to their internal strategic planning and democratic processes.	TBC (this will form one element of the funding study described in work stream 2 above), and is dependent on the continued progression of the scheme.

Community engagement and consultation will form a core element of the approach at all stages of the programme, starting with local plan consultations (Regulation 18 and 19 consultations in particular). This aspect of the programme will form the basis of a more detailed report to a future meeting of the Committee.

#### **4. Governance arrangements**

Day-to-day delivery is currently being overseen by officers via the West London Growth Directors Board, with overall governance from local government by the Economic Prosperity Board.

**WLO Project Delivery Group:** Comprising transport planning professionals from the relevant West London Boroughs, plus representatives from TfL, Network Rail, GLA and DfT as required. It provides commissioning expertise and capacity, coordination and alignment, trouble shooting, and undertake a quality assurance function of all project outputs prior to them being used to inform any planning or funding decisions.

**Programme Board:** Consisting of senior representatives from key organisations providing top-level governance and decision making for the programme. To be convened when appropriate.

**West London Economic Prosperity Board:** Top-level governance for West London local public services. Top-level governance for West London local public services.

**TfL Board:** As the most likely final operator of the Line it will be important for the project to be embedded into the decision making and governance structures of TfL and London Government (GLA) more broadly.

**Central Government:** In particular DfT, DCLG and the Treasury will have a role enabling the delivery of the line as part of if greater emphasis on investing in infrastructure nationally, and on providing funding as part of the national Industrial Strategy.

#### **5. Risks, Issues, Challenges**

The key issues and risks identified in relation to the WLO programme to date are:

- 1. Pace and momentum** – It will be important to maintain progress going forward to meet the timeline of having the line in operation by the early-mid 2020s.
- 2. Housing Capacity:** Work is currently underway to confirm the volume of new homes the line may enable. There is a risk that if this work results in a lower number than was identified by West London boroughs and TfL in Summer

2017 the scheme may find the securing of funding a greater challenge than if the number of new homes is equal to or higher than identified last year.

- 3. Employment Land and Change of Use:** The WLO has the potential to enable large quantities of new employment and housing space to be created. Achieving this will require in some cases greater flexibility for boroughs to take new approaches to developing on Strategic Industrial Land (SIL) in a way that maintains the overall employment floor space in those areas.
- 4. Technical constraints:** Acton Wells Junction represents the greatest technical challenge along the route. There are also level crossings at Bollo Lane that will need to be taken into consideration as part of the overall scheme delivery.
- 5. Resources,** Subsidy and construction – with an expected operating subsidy of c.£3m p.a. and construction costs in the region of £265m resourcing this project presents a significant challenge and will require a coordinated strategic approach.
- 6. Interlacing new WLO passenger services with existing freight services:** This is a challenge for the northern part of the WLO, particularly the “Dudding Hill Line” section, and is being working on in details by TfL and Network Rail, in coordination with boroughs.
- 7. Dependencies with other schemes:** There are a large number of rail schemes at various stages of development that have potential implications for WLO. These include of course HS2 and Crossrail but also the Chiltern line, North London Line, and development at Brent-Cross on the Thameslink line. These all require coordination to ensure a strategic approach to rail and that none of these schemes preclude each other.

## **6. IMMEDIATE NEXT STEPS**

Any comments made or issues identified by the WLEPB will be incorporated in to the programme outlined in this report. Overall coordinated delivery across boroughs and with TfL will continue. The Outline Case will return to a future WLEPB.

## **7. REASONS FOR RECOMMENDATIONS**

Long term projections of the London population and economy show that transport infrastructure is likely to become an increasing constraint on growth. We also know that with a falling rate of car ownership in outer London that the role of high quality transport infrastructure that connects the places that people live and work is crucial. The recommendations set out in this report address these issues and will put West London in a good position to grow well into the future

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

- a. Both the options study and subsequent outline business case commissioned by Leaders looked at all alternative options for making orbital journeys across West and North London. The West London Orbital proposal described here reflects the outcome of that analysis.

## **9. POST DECISION IMPLEMENTATION**

- a. The “road map” in section 3 of this report setting out how the WLO will be brought to reality by the 2020s will be refined and defined in further detail. It will be incorporated into the medium and longer-term planning activity of individual West London Boroughs and of the WLA.

## **10. IMPLICATIONS OF DECISION**

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

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

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

- i. It should be noted that delivery of the programme below will require significant resourcing should it progress covering programme management, ongoing technical feasibility work, and construction. This will be sought from a variety of sources as appropriate. Furthermore, longer-term options for resourcing scheme construction (c.£265m) also to be identified following completion of funding study described in this report, which is expected to be completed in early 2019.

### **c. Social Value**

- i. The proposal set out here support improved health and wellbeing outcomes for people and businesses in West London by enabling them to move around more quickly and cheaply than is often the case, and be improving the quality of the environment.
- ii. The line also responds positively to a number of recognised challenges for residents in West London. For example will reduce the level of pollution and particulate matter that travellers are exposed to compared to equivalent journeys by road. It will also improve journey times and reduce costs travelled per mile compared with car, this will help to boost the disposable incomes of travellers and also give them more time per day not caught in traffic. The line

will give people living in areas of higher deprivation and with lower income levels greater accessibility to at least 100,000 new jobs that are expected to be created in the existing regeneration schemes in Brent Cross, OPDC, Wembley, and the Hounslow Opportunity Area.

**d. Legal and Constitutional References**

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

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

**e. Risk Management**

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

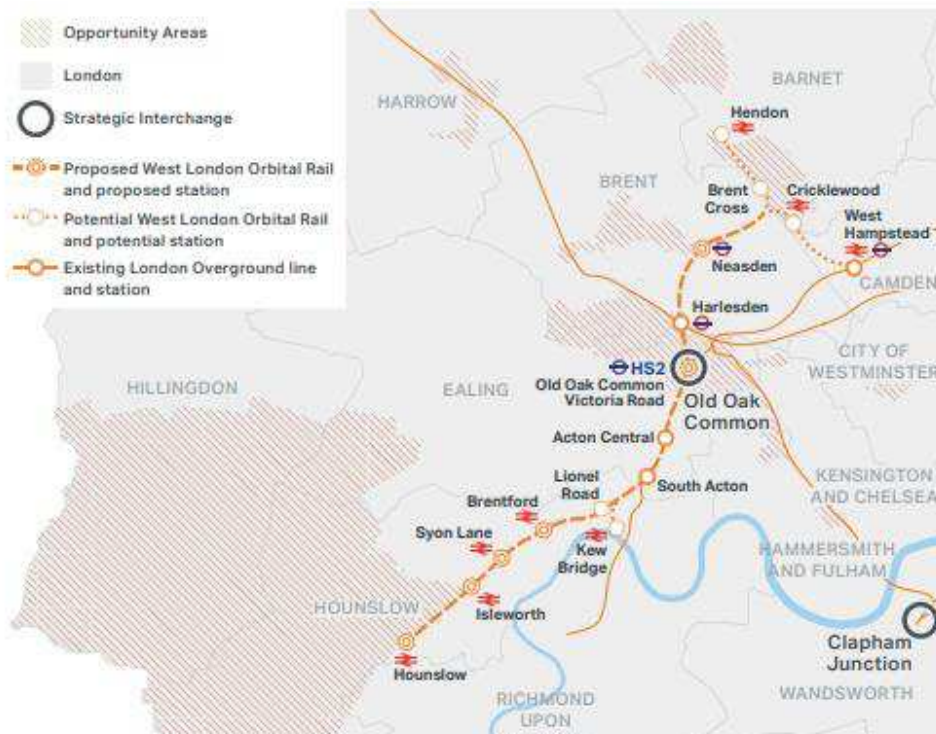
**f. Equalities and Diversity**

i. This work currently has no equality or diversity implications. If brought to fruition however the West London Orbital Line would connect many of the sub-region's most deprived communities with employment opportunities and growth areas across London, and allow them to access jobs and employment opportunities in these areas at a lower cost and more quickly than would often be possible by other forms of public transport or private car. A full EIA will be undertaken as work progressed to the stage of development that would require this.

**g. Consultation and Engagement**

i. This work does not currently affect the public. All West London boroughs, plus the GLA, TfL and the Old Oak and Park Royal Development Corporation, as well as the business community have all been involved in the development of the proposals to date. Should the work progress to being an actual project full community engagement and consultation plan will be developed alongside the EIA. Individual elements of the programme will be consulted on as appropriate.

## APPENDIX 1: Proposal 88 in the Mayor's Transport Strategy



### Unlocking growth potential through improved rail services

#### Opportunities from London suburban metro

In recent years, areas around TfL stations have developed twice as quickly as elsewhere. This is because services from these stations provide higher frequencies and better connections to other parts of London.

There are particular opportunities to transform service quality and frequency on the national rail network (see London suburban metro proposal in Chapter four). This can act as a catalyst to regenerate existing neighbourhoods, and enable town centre residential intensification and other new development. Through working with boroughs to align planning policy and investment in the London suburban metro network, there is potential to facilitate higher densities in sustainable locations around stations in south London.

#### Opportunities from London Overground improvements

The London Overground network serves several Opportunity Areas across the capital and can therefore be a catalyst for growth. Most Londoners want to move around London – rather than in and out of the centre – every day, and the London Overground supports this type of travel. London Overground train service improvements are therefore needed to support new jobs and housing throughout inner London and parts of outer London. In particular, there is an opportunity to improve 'orbital' connections to Old Oak and across west London, between Hounslow and Brent Hill Cross – Cricklewood via the Dudding Hill line. This new West London Orbital line could potentially support the delivery of an additional 20,000 homes, as well as employment growth in west London.

#### Proposal 88

The Mayor, through TfL, the West London Alliance boroughs and Network Rail, will work towards the delivery of a new London Overground 'West London Orbital' line connecting Hounslow with Cricklewood and Hendon via Old Oak, Neasden and Brent Cross.

	<b>West London Economic Prosperity Board 9</b>  <b>20 November 2018</b>
<b>Title</b>	<b>Capital West London Inward Investment Programme update</b>
<b>Report of</b>	Amar Dave, LB Brent
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Enclosures</b>	None
<b>Officer Contact Details</b>	Luke Ward, Head of Growth, Employment and Skills, West London Alliance, wardlu@ealing.gov.uk

### Summary

At its meeting in June 2018 the West London Economic Prosperity Board (WLEPB) heard a presentation relating to the boroughs' shared inward investment and trade promotion programme, Capital West London, which forms part of the West London Growth Action Plan. The aim of Capital West London is to draw investments to boroughs that would otherwise locate elsewhere, along with the new jobs, homes, and business rates associated with that investment.

The WLEPB requested further updates on progress to be brought back to it twice per year describing work completed, investment being secured, the current status of various strands of activity, and to shape future priorities.

This item reflects the first time this bi-annual update has returned to the WLEPB, and follows the inaugural Capital West London annual conference held in Wembley on 30 October. The Committee will hear a short presentation on Capital West London's progress to date, and have an opportunity to ask questions and to identify any particular areas of focus that should be incorporated into the programme next year.

### Recommendations

**Leaders are asked to:**

- 1. COMMENT on the presentation by Capital West London setting out progress delivering the programme and creating new investment opportunities for boroughs, and its next steps over the coming year.**

2. **IDENTIFY any opportunities or areas of potential interest to be incorporated into the Capital West London Programme next year, and any potential partner organisations who they would like additional engagement with.**
3. **NOTE the presentation from a representative of Capital West London.**

## 1. WHY THIS REPORT IS NEEDED

- 1.1 This report represents the first six-monthly progress report and update on the Capital West London (CWL) Programme to the WLEBP, as requested by the Board at its meeting on 21 June 2018.
- 1.2 CWL was launched by West London boroughs in March 2018 with the objective of attracting Foreign Direct Investment (FDI) to the sub-region that may otherwise have gone elsewhere. This FDI could for example include businesses looking to relocate their headquarters or other working premises, or to developers looking to develop on land to build new housing or employment space. It could also mean high-potential businesses based in West London boroughs being supported to grow and trade abroad, and so create jobs and a higher tax base here. The performance of CWL in this respect is incorporated into the presentation accompanying this report.
- 1.3 Since the March launch, CWL have developed a range of contacts and partnerships across the sector, including with London & Partners, Department for International Trade and West London Business, as well as colleges, universities, significant businesses, and a range of developers.
- 1.4 CWL has also launched a new, high-quality website for West London boroughs, <https://capitalwestlondon.co.uk/> that has been developed in partnership with officers and contains pages dedicated to each West London borough. CWL also held on boroughs' behalf a significant annual "Growth Summit" on 30 October in Wembley to showcase what West London borough have to offer. The event was attended by over 200 delegates including three Deputy Mayors, The Chief Executive of the London Chamber of Commerce and London & Partners, and a wide range of businesses, developers, and other partner organisations, and with good feedback received from the day and positive press reporting.
- 1.5 Any points identified by the WLEPB during the item as of priority will be incorporated into the CWL workplan for the year ahead.

## 2. REASONS FOR RECOMMENDATIONS

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

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

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

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

### **4. POST DECISION IMPLEMENTATION**

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

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

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

5.1.1 The West London Vision for Growth highlights securing inward investment from private enterprise as a priority for the sub-region.

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

5.2.1 None. This is a for-information report.

#### **5.3 Social Value**

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

#### **5.4 Legal and Constitutional References**

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

- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government

on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.

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

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

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

## 5.5 Risk Management

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

## 5.7 Equalities and Diversity

5.8 None

## 5.9 Consultation and Engagement

5.10 n/a this is a discussion item.

## 6. BACKGROUND PAPERS

7. NONE



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

**February 2018 – December 2020**

Contact: Keith Fraser, Email: [Fraserk@ealing.gov.uk](mailto:Fraserk@ealing.gov.uk), Tel: 0208 825 7497

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
<b>21 February 2018</b>		
External Speaker	To engage with the Deputy mayor for Housing and to identify areas to work together on the future.	James Murray, Deputy mayor for Housing
West London Orbital – progress report	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent
London Plan Consultation	TO APPROVE subject to comments the West London response to the draft London Plan consultation, following the Deputy Mayor for Planning’s discussion with the Committee on September 2017.	Lucy Taylor, LB Ealing
West London Skills, Employment and Productivity Strategy	TO NOTE on the final strategy and action plan that has been developed in alignment with the pan-London Skills and Employment Strategy, in anticipation of the expected devolution of Adult Education budgets in Summer 2018.	Cllr Stephen Curran, LB Hounslow
Chairman’s review	TO NOTE the annual progress report of the committee and the Committee scorecard	Chair
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>21 June 2018</b>		
External Speaker	Local Government Finance and supporting local economic growth	Professor Tony Travers, LSE
Orbital Rail	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent, Chris Porter, TfL
Inwards Investment and business growth in West London boroughs	TO COMMENT ON the draft West London Inward Investment Strategy that has been developed	Katharine Glass, Director, White Label creative

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
Strategic Housing Market Assessment, and joint local planning	TO NOTE the findings of the West London joint SHMA and progress delivering a range of joint local planning products	Lucy Taylor, LB Ealing
Business Rates Devolution opportunities and priorities	TO NOTE the bids submitted to the Strategic Investment Pool in May 2018, and to identify any potential areas of focus for future bidding rounds.	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>19 September 2018</b>		
Strategic Investment Pool	TO NOTE progress with the current bidding round in relation to West London's joint Bid	Paul Najsarek, LB Ealing
External Speaker	Colin Stanbridge, Chief Executive, London Chamber of Commerce and Industry	External Speaker
5G and Broadband investment opportunities	TO IDENTIFY priorities in relation to responding strategically and positively to automation and technological advancement in relation to skills, transport, communications and growth. The Committee will be joined by the GLA's Chief Digital Officer.	Theo Blackwell, Chief Digital Officer, GLA
Orbital Rail	Standing item to consider decisions, progress and next steps relating to orbital rail in West London	Amar Dave, LB Brent
Work & Health Programme and Mental Health Trailblazer update	TO NOTE the report updating on the progress of these two programmes	Paul Najsarek, LB Ealing
External Speakers	TO AGREE, subject to comment and amendment, the list of possible speakers to invite to future boards, and to propose any changes or additions.	Luke Ward, West London Alliance

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>20 November 2018</b>		
External Speaker	The Rt. Hon the Lord Blunkett, Chair of the Heathrow Skills & Employment Task Force	The Rt. Hon the Lord Blunkett
Future priorities	TO CONSIDER a proposal for refreshing and possibly aligning the Growth, Employment and Skills programme with the priorities as set out in the Government's Industrial Strategy	Paul Najsarek, LB Ealing
Orbital Rail Outline Case	TO NOTE a detailed report setting out the emerging findings from the outline case and possible next steps in the programme.	Amar Dave, LB Brent
Strategic Investment Pool (SIP) – delivery and future rounds	TO NOTE the delivery timelines for the successful SIP bids, and TO NOTE emerging arrangements for a possible second SIP round in 2019.	Paul Najsarek, LB Ealing
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>27 February 2019</b>		
External Speaker	TBC	TBC
Orbital Rail Outline Case	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
One Public Estate (OPE)	TO AGREE next steps progressing the West London OPE programme	TBC

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
Data associated with Brexit	TO NOTE emerging factual economic trends relating to Brexit	Luke Ward, WLA
Work & Health Programme performance update and next steps	TO NOTE the report updating on the progress of these two programmes	Paul Najsarek, LB Ealing
Chair's Review of the Year/Annual Report	TO APPROVE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>May 2019 (TBC)</b>		
External Speaker	TBC	TBC
Orbital Rail Outline Case	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Strategic Investment Pool (SIP) – delivery and future rounds	TO NOTE progress delivering the successful SIP bids, and TO NOTE emerging arrangements for a possible second SIP round in 2019.	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>27 Sep 2019 (TBC)</b>		
External Speaker	TBC	TBC

Title of Report	Overview of decision	Report Of ( <i>officer</i> )
Orbital Rail Outline Case	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
<b>27 December 2019</b>		
External Speaker	TBC	TBC
Orbital Rail Outline Case	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair