



West London Economic Prosperity Board

Tuesday 16 September 2025 at 11.00 am

Conference Hall - Brent Civic Centre, Engineers Way,
Wembley, HA9 0FJ

The meeting will be open for the press and public to attend or alternatively can be followed via the live webcast. The link to follow proceedings via the live webcast is available [HERE](#)

Membership:

Members

| | |
|-----------------------------|-------------------------------------|
| Councillor Muhammed Butt | London Borough Brent |
| (Chair) | |
| Councillor Stephen Cowan | London Borough Hammersmith & Fulham |
| Councillor Peter Mason | London Borough Ealing |
| Councillor Paul Osborn | London Borough Harrow |
| Councillor Barry Rawlings | London Borough Barnet |
| Councillor Shantanu Rajawat | London Borough Hounslow |

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Notes for Members - Declarations of Interest:

If a Member is aware they have a Disclosable Pecuniary Interest* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest** in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

***Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

****Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
 - To which you are appointed by the council;
 - which exercises functions of a public nature;
 - which is directed is to charitable purposes;
 - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

Agenda

Introductions, if appropriate.

| Item | Page |
|---|---------|
| 1 Apologies for Absence and Notification of any Substitutes | |
| 2 Declarations of Interest | |
| Members of the Board are invited to declare at this stage of the meeting, the nature and existence of any relevant disclosable pecuniary or personal interests in the items on this agenda and to specify the item(s) to which they relate. | |
| 3 Minutes | 1 - 14 |
| To approve as a correct record the minutes of the last Board meeting held on Tuesday 3 June 2025. | |
| 4 London Growth Mission | 15 - 26 |
| To receive an update on the London Growth Mission and provide input on what boroughs might need from this to contribute to delivering the London Growth Plan and the refresh of the London Infrastructure Framework. | |
| The Board is asked to note that Mayor Jason Perry, Mayor of Croydon and London Councils Executive Member for London's Future has been invited to attend for this item. | |
| Agenda republished to include the attached item on 11 September 2025 | |
| 5 Membership of West London Economic Prosperity Board | 27- 28 |
| To receive a report from the West London Alliance asking the Board to consider and vote on the proposed addition of the London Borough of Hillingdon as a Participating Borough of the West London Economic Prosperity Board. | |
| Members are asked to note that in addition to a vote of the current Board, Hillingdon's prospective membership of the Economic Prosperity Board is also subject to a decision of Hillingdon's Cabinet. | |
| Councillor Steve Tuckwell, Cabinet Member for Housing, Planning and Growth, London Borough Hillingdon has been invited to attend for this item. | |

6 Amendment of the Function and Procedure Rules of the West London Economic Prosperity Board 29 - 58

Following on from the previous item, to receive details from the West London Alliance on the proposed amendments to the Board's Function and Procedure Rules designed to reflect any change in membership and also ensure that these remain up-to-date.

Members are asked to note that in addition to a vote of the current Board members, agreement of any amendments to the Function and Procedure Rules will also be subject to approval through the appropriate processes within each Participating Borough.

7 West London Universities and local government: opportunities for collaboration 59 - 68

To receive an update and discuss opportunities to broaden and deepen collaboration across West London's local authorities and universities, for the benefit of West London's communities, businesses and institutions; and to agree a joint statement of intent to support such collaboration.

Members are asked to note that the following representatives have been invited to attend for this item:

- Professor Brian Smith, Deputy Provost, Arden University
- Professor Andrew Jones, Vice-Chancellor, Brunel University
- Professor Geoff Rodgers, Pro Vice-Chancellor Enterprise and Employment, Brunel University
- Professor Sarah Williams, Pro-Vice Chancellor for External Collaborations, Buckinghamshire New University
- Professor Maggie Dallman, Associate Provost (Societal Engagement), Imperial College London
- Professor Janet Jones, Pro Vice-Chancellor Global Research and Knowledge Exchange and Interim Dean of Arts and Creative Industries, Middlesex University
- Dr. Luke Desforges, Academic Director for London Campus Project, Sheffield Hallam University
- Professor Graeme Atherton, Associate Pro Vice-Chancellor for Regional Engagement, University of West London
- Further relevant representatives from higher and further education, business and public agencies

8 West London Orbital

To receive a verbal update on progress in developing and promoting the WLO scheme.

9 Any Other Business

To consider any other items of business notified in advance of the meeting.

10 Dates of Future Meetings

To consider and agree the date and hosting arrangements for the next Board meeting.



- Please remember to ***SWITCH OFF*** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public. Alternatively, it will be possible to follow proceedings via the live webcast [HERE](#)

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MINUTES OF THE WEST LONDON ECONOMIC PROSPERITY BOARD **Held in the Conference Hall, Brent Civic Centre on Tuesday 3 June 2025 at 11.00 am**

PRESENT: Councillor Muhammed Butt (Brent Council - Chair) and Councillor Stephen Cowan (Hammersmith & Fulham Council), Councillor Shital Manro (Ealing Council) and Councillor Barry Rawlings (Barnet Council).

Also present: Councillor Paul Osborn (Harrow Council – Vice Chair) - as an online participant.

Other Attendees:

Luke Ward (Director Housing, Economy & Placemaking – Barnet Council)
Alice Lester (Corporate Director Neighbourhoods & Regeneration – Brent Council)
David Pack (Strategic Head, Economic Growth - Hammersmith & Fulham Council) – as an online participant
David Francis (Director, West London Alliance)
Majeed Neky (Assistant Director Economy, West London Alliance)
James Kinsella (Governance & Scrutiny Manager, Brent Council)

Dame Karen Buck, Chair of the Old Oak and Park Royal Development Corporation (OPDC)
Paolo Nistri Head of Inclusive Growth, Old Oak and Park Royal Development Corporation
Michelle Cuomo-Boorer Managing Director- Strategy at London & Partners
Dianna Neal, Strategic Lead for Enterprise, Economy and Skills at London Councils

1. Apologies for Absence and Notification of any Substitutes

Apologies for absence were received from Councillor Shantanu Rajawat (Hounslow Council) and Councillor Peter Mason (Ealing Council). The Board noted that Councillor Shital Manro was attending as substitute for Councillor Mason.

2. Declarations of Interest

No declarations of interest were made during the meeting.

3. Minutes

RESOLVED that the minutes of the previous meeting of the West London Economic Prosperity Board held on Tuesday 25 February 2025 be approved as a correct record.

4. Old Oak Common and Park Royal

Councillor Muhammed Butt (as Chair) welcomed Dame Karen Buck (Chair of the Old Oak and Park Royal Development Corporation, OPDC) to the meeting who was accompanied by Paolo Nistri and, he advised, had been invited to provide an update on plans for development and delivery of the Old Oak Common and Park Royal regeneration programme.

Dame Karen thanked the Board for the opportunity to update them on the development of the ODPC economic vision and the potential benefits this would provide across West London, including the three OPDC host boroughs. She highlighted the following issues during her presentation:

- The background and wider context to the development of the Old Oak & Park Royal Development Area, with the Local Plan setting out the objective to deliver 26,000 homes and 56,000 jobs over the lifetime of the corporation. This work was being led through OPDC as the relevant planning authority, working closely with the host boroughs.
- Wider strategic objectives included the reimagined development of Old Oak as a West London community where global opportunities could be lived and shared locally. OPDC aspired to deliver diverse housing opportunities contributing to meeting West London's housing need as well as activities to create a better environment, develop a thriving neighbourhood and sense of place, drive inclusive growth and create opportunities for community capacity and wealth building all designed to be delivered at pace. In delivering this, OPDC sought to stitch together development to connect with surrounding neighbourhoods, communities, and town centres, with the work of the West London Alliance and individual boroughs also recognised as key in being able to support delivery alongside key partners and stakeholders.
- As specific development outputs within the Old Oak development area, reference was made to the planned delivery of approx. 9,000 homes, 2.5m sq. ft of commercial and community space, 25 acres of high-quality public realm, 6 acres of parks and green corridors, 1km of canal enhancements, the Channel Gate Neighbourhood centre and a proposed Old Oak Town Centre. Specific infrastructure investments highlighted included the East West Bridge, North Acton Station upgrade, Willesden Station upgrade, two new parks and a new public realm as well as improved pedestrian and cycle connectivity.
- The vision surrounding the opportunity for economic development was noted, with examples of the potential links including West Tech London, running from Paddington around the Imperial NHS Trust at Saint Mary's, through Kensington, into the White City Innovation District via Old Oak West. This included the opportunity to deliver and create significant levels of employment and investment alongside the connectivity required to stimulate business and employment opportunities across the whole of West London. The combination of connectivity, including links to Heathrow; the innovation being driven as part of West Tech; and Park Royal's existing role as a key economic centre meant that there was significant potential to enhance the area's industrial clusters. Building on its importance to the food and creative sectors, Park Royal could offer opportunities for adoption and diffusion of innovation and new ventures within life sciences and clean tech.

- As such, the economic vision sought to not only deliver industrial innovation (modelled around low carbon, circular economy production) but also deliver early benefits for businesses and residents, involving closer working with the host boroughs' economic development functions to deliver the London Growth Plan, Invest 2035 and local growth/industrial strategies. In addition, the vision had been designed to enable engagement with borough brokerages and Job Centre Plus to support residents through training into work, and to work with boroughs and colleges to commission employer-led "Skills for Inclusive Growth" programmes in key growth sectors (including construction, screen skills, creative, life sciences). Also supported would be programmes of specialist one to one support with local SMEs; career focused programmes in secondary schools, and the OPEN heat network, with Hemiko appointed as the delivery and funding partner. As specific examples of the innovation being delivered, reference was made to the Blast Studios, SOLS and Brunel University Net Zero Food systems project, alongside the proposed extension of the creative enterprise zone, recognising creative industries as an important element within the area.
- The efforts being made to deliver these outputs at pace were highlighted for the Board with reference to the recently launched Minerva scheme and efforts being made to embed inclusive growth and secure pathways into employment and training. This included investment in tailored support for SMEs, access to finance, affordable workspace and business to business mentoring. To support long term skills development, Open City had also been commissioned to deliver a careers-based program that matched industry professionals with students in the classroom to provide young people with the skills and knowledge to progress into future employment and a number of projects also underway supporting food production and distribution services operating and manufacturing out of Park Royal.
- To support ongoing development and delivery of the vision, OPDC were keen to continue working with host boroughs to develop insight in terms of the local resident and business population and key challenges, including efforts being made to address issues such as an increasing ageing workforce and population; knowledge and skills gaps in the workforce to take advantage of new opportunities; the availability of affordable workspaces and new commercial space to attract new businesses to the area; and work to develop and lead on climate action, including the delivery of climate resilient net zero homes.
- The support of the Board and host local authorities was also recognised and welcomed as a key factor in the future success of the Old Oak and Park Royal vision. In referring to the extent of opportunities realised through the regeneration of East London, Dame Karen highlighted the significant level of unrealised opportunity West London presented. OPDC's approval of its Regeneration Strategy and economic vision in February 2025 committed the Development Corporation to delivering benefits to the places and communities and residents in the areas they already covered. This would involve them not only seeking to recognise and celebrate existing strengths within areas to be developed, but also seeking to address some of the more historically entrenched challenges that have arisen from poor connectivity, poor public realm and deprivation.

- In terms of next steps, an illustrative Master Planning Strategy for Old Oak had also now been adopted, with OPDC aiming to launch procurement for the development partner in the autumn of 2025 and planning consent also being sought for delivery of the first tranche of housing by the summer of 2029.

The Board noted the importance of the collaborative approach being taken across local authorities, universities, businesses and OPDC. The Chair thanked Dame Karen for the presentation.

Comments were then sought from the Board, with the following issues highlighted:

- Recognising the need for regional collaboration and strategic vision, Board members emphasized the critical importance of cross-borough partnership working, with OPDC collaborating closely with Brent, Ealing, and Hammersmith & Fulham, alongside other West London Alliance member boroughs including Harrow. Members were keen to ensure that despite current financial pressures, the ODPC continued to maintain ambitious plans and accelerate progress rather than retreating inward.
- On the subject of innovation districts and economic growth, Members welcomed ongoing developments in White City, particularly emerging opportunities in AI and life sciences sectors. The board recognised the need to balance support for established industries like food production and distribution while developing new innovation districts. There was significant emphasis on creating affordable and flexible workspace solutions to prevent growing businesses from relocating to other destinations. A focus should be maintained on ensuring West London residents were able to benefit from the new opportunities being delivered through diverse and varied pathways including apprenticeships, graduate programs, and targeted skills training. Training and skills development and local employment were highlighted as key priorities, and initiatives such as the West London Alliance Connect to Work program commended for the support being provided.
- Members also highlighted the importance of being able to deliver not only immediate interventions for local communities, but also longer-term systemic improvements; and of ensuring that local communities continued to be engaged throughout the transformation process, particularly those who have experienced initial disruption or were recognised as being more disadvantaged. Reference was made to the establishment of resident engagement panels and improving communication strategies to ensure people were able to understand the emerging scale of opportunities.
- Members were also keen to recognise the future opportunities available in terms of developing transport infrastructure and connectivity involving the delivery of HS2 and the station at Old Oak Common as a future catalyst in creating one of Europe's most connected transport hubs. The potential offered through the West London Orbital rail scheme was also highlighted, while recognising that this was not a silver bullet and challenges of cross-London connectivity faced by some boroughs, such as Harrow, remained despite strong transport links into central London.

- Place-making and innovation environments were also highlighted as key elements for consideration. Members discussed the significance of public realm development and creating spaces that would facilitate the development of links between entrepreneurs, researchers, and other innovators. The strategic design of workspaces and communal areas was highlighted as essential for building successful innovation ecosystems. It was highlighted by members that any improvements to local areas would be diminished if tackling regional inequality was left unaddressed. Board members acknowledged the UK's position as a European outlier regarding wealth and opportunity disparities. They discussed learning from European best practices while taking immediate action to support disadvantaged groups and building long-term solutions addressing the root causes of economic exclusion.

Following the conclusion of the discussion, the Chair once again thanked Dame Karen Buck for her presentation and members for their comments. He welcomed the progress and opportunities identified for OPDC to bring tangible benefits across West London, recognising the links and connectivity to surrounding areas and key opportunity areas. The Board **RESOLVED** to continue supporting the work being undertaken in relation to development of the Old Oak and Park Royal development, and to facilitate ongoing engagement with West London boroughs, local residents and other key partners in order to realise the opportunities being identified and attract the necessary investment.

5. Industrial Strategy, innovation and investment

Councillor Muhammed Butt (as Chair) then moved on to welcome Michelle Cuomo-Boorer (Managing Director – Strategy at London & Partners) to the meeting, to provide a presentation on the work being undertaken to contribute towards development and delivery of the London Growth Plan. He thanked her for stepping in at short notice on behalf of Laura Citron. Members were advised that the presentation would also include a focus on the Innovation Strategy and Business Support Strategy committed to within the London Growth Plan and the potential opportunities and challenges for boroughs across West London to engage with those strategies, linked to the Government's wider industrial strategy agenda.

The following key issues were highlighted as part of the presentation:

- The role of London & Partners, as the appointed business growth and destination agency for London and growth agency responsible for driving delivery of the London Growth Plan. Members were advised this remit included the provision of high growth and micro business support (scaling businesses through Grow London and Med City, as London & Partners' life sciences work stream) and Grow London Local; the generation of global institutional capital investment opportunities; the development of London as a destination; and wider work to support economic growth involving various agencies such as the London Convention Bureau and Visit London, alongside work to support the creation of partnerships and profit making ventures to scale impact.
- In terms of impact, reference was made to the recent publication of the London and Partners Impact Report 2024-25, which had identified that for

each £1 spent it had been possible to generate £27 for the London economy. The report set out benefits of £4.1bn to the London economy from London & Partners' work, with 99,000 jobs having been created or supported and 6,640 London businesses supported in person.

- London & Partners' role in developing the London Growth Plan and engaging public and private sector partners was also highlighted. The main aim of the Growth Plan was to develop a single vision supporting and promoting investment priorities across London, underpinned by ambitions on productivity, inclusion, green growth and strengthening London's position as a global capital. Delivery of the Plan would be overseen by a Growth Mission Board bringing together public and private sector leaders.
- The Growth Plan recognised significant shifts in the landscape, including in relation to labour supply; the changing nature of work; frontier innovation, polycentric growth, climate emergency and the reordering of global trade. In response, the Plan identified a number of key action areas:
 - Inclusive Talent Strategy
 - Backing our businesses
 - Housing & Infrastructure
 - Investment & Promotion
 - Local Places
- Each of these areas included a 10-year plan supported by a one year programme of actions. The Plan also identified the key growth sectors across London as frontier innovation (described as "London's next superpower"), alongside creative industries, financial and professional services, the experience economy and international education.

In terms of delivery of the Plan, West London was seen as a key area of focus given its strong performance in the London economy, the location of key assets such as Heathrow and Park Royal, development of the West London Innovation Corridor and the growth in sectors of focus for London & Partners, such as the region's creative screen and post-production industries. Reference was also made to frontier innovation at White City and within the wider West Tech Corridor; the importance of West London's industrial land; the ambition of polycentric growth beyond Central London, and the effective utilisation of West London's highly skilled workforce. Work being undertaken with Opportunity London was also highlighted, seeking to develop London's global investment attractiveness around key assets with 3 of the 9 opportunities outlined in the March 2025 investment perspectives located in West London (Old Oak, Brent Cross Town and Earls Court) and Hounslow and Ealing commended for their supporting investment prospectuses.

- Reference was also made to Invest 2035: The UK's Modern Industrial Strategy, which it was noted would be subject to refresh later in 2025, and to the Government's anticipated Small Business Strategy and launch of a national Business Growth Service. The Greater London Authority (GLA) and London Councils would lead input to these strategies on behalf of London. London & Partners were also involved in providing sector insights aimed at

promoting the importance of London including the opportunities available across West London.

- The Board was invited to consider how London & Partners could further support West London's growth ambitions and communities as well as developing opportunities for further collaboration.

Councillor Butt (as Chair) thanked Michelle Cuomo-Boorer for the presentation and her focus on opportunities across West London to capitalise on and inform ongoing delivery of the London Growth Plan. Comments were then invited from the Board, with the following areas highlighted:

- The Chair acknowledged the importance of the key issues highlighted in the London Growth Plan surrounding skills, innovation, growth in AI, green tech and creative industries, whilst also recognising the impact of wider global economic challenges (e.g. tariffs) on London's position as an attractive global city for investment.
- The importance of the focus on housing and infrastructure within the Growth Plan was also highlighted by members, given the ongoing pressures being experienced by many boroughs in relation to demand for affordable housing, shortage of suitable temporary accommodation and pressure within the private rented sector. The importance of ensuring that delivery of sustainable growth included basic infrastructure, enabling residents to live in stable housing whilst participating in education and training without facing housing insecurity, was highlighted as necessary in order to ensure the necessary workforce was available to support the level of growth being sought. In this regard, the Mayor's Green Belt review was acknowledged as part of the wider package of planning reforms being considered by the Government, with housing seen as one of the primary drivers in bringing growth to West London and London overall. The need to ensure alignment between the development of Local Plans by individual boroughs, the London Growth Plan and the forthcoming new London Plan was also acknowledged as key.
- In terms of the UK's economic growth strategy, members were also keen to recognise the key role of London. Whilst acknowledging the economic disparity between London and other parts of the country, it was stressed that London's success directly benefitted the entire UK economy. Members highlighted West London's economic constraints, including electricity supply, skills gaps (despite West London performing well compared to other areas within London it still placed poorly compared to areas within other European countries) and how people were being locked out of the economic system despite living inside the UK's economic heart. On housing, concern was expressed at the practice of overseas investors purchasing flats as investment units, with members supporting the view that housing should be seen as infrastructure rather than an investment commodity. Members were also keen to recognise and support the inclusion of frontier innovation and future industries within the Growth Plan with the Board keen to advocate for partnering with places outside London to help UK businesses expand, citing existing partnerships within innovation districts across Europe as an example, including the development of an anchor strategy to attract global academic institutions and associated businesses.

- Members advised they would also support the use of data from London & Partners to enhance efforts and measure progress across areas such as innovation, business support and the Growth Plan's target of raising income for London's lowest earners. It was felt this could be achieved through enhanced coordination and sharing of baseline data, which Michelle Cuomo-Boorer advised London & Partners would be keen to explore with West London Alliance, noting the extensive data already available that could be utilised and shared.

In terms of next steps, Councillor Butt (as Chair) emphasised the importance of the Board, individual boroughs and the West London Alliance continuing to work in partnership in order to realise the opportunities identified within the London Growth Plan across West London, and highlighting the importance of ensuring individual boroughs and the West London Alliance were actively engaged in the development of further strategies on innovation and business support. Members **RESOLVED** to support ongoing collaboration and noted the update provided.

6. **Inclusive Talent Strategy**

Councillor Butt (as Chair) then welcomed Diana Neal, Strategic Lead for Enterprise, Economy and Skills at London Councils to provide an outline of the Inclusive Talent Strategy for London, which formed part of the commitment within the London Growth Plan as part of work being led by the GLA and London Councils to engage boroughs on development of the Strategy.

Having noted that the Strategy was intended to provide a workforce plan for the city, members were advised it was being designed to set out how London government, employers, schools, colleges and further education providers, universities, trade unions etc could work together to meet the workforce needs of employers, particularly those in growth and foundational/enabling sectors, whilst also addressing broader barriers preventing Londoners from accessing opportunities, such as employer practices and pay, migration, childcare, housing, transport.

In presenting the Strategy, Diana Neal highlighted the following key issues:

- The development and co-design of the Inclusive Talent Strategy as a key component of the London Growth Plan, seeking to address the challenge identified in relation to developing and growing London's skilled workforce in order to support more individuals into quality jobs and ensure that employers could access the type of skills they required.
- The aim for the Strategy to serve as a workforce plan for London, designed to help meet employer workforce needs while also ensuring growth benefited all Londoners with London recognised as a centre of excellence for fair pay and good work and a destination able to attract the best talent. The key themes identified in the work on the Strategy so far were:
 - To create an Inclusive Talent system for London that integrated jobs, skills, health and careers services for Londoners;

- To support Londoners facing barriers to work (including affordability of the city), get into quality jobs and increase London's supply of workers;
- To grow and diversify workforces in growth sectors;
- To give Londoners the skills to be resilient to big shifts in the labour market such as AI and the transition to net zero and fill the job opportunities these generated;
- To promote London's skills sector internationally.

To deliver the strategy, two major shifts had been identified as needed. Firstly, moving towards a more integrated system, recognising the current complex and fragmented nature of skills, employment and careers support. This would involve the creation of a more joined up and easier to navigate system, linking job skills, health, and career services more effectively, recognising the links between employment and health outcomes and seeking to build on existing initiatives such as the Work Well partnership and Connect to Work schemes operating in West London, as well as development of the new national jobs and careers service as part of a unified work and skills offer. Secondly, moving towards an employer-led system to ensure that the skills and employment system was more responsive to employer needs, especially in high-growth sectors and in critical foundational sectors such as health and social care.

- In terms of the implementation framework, the strategy proposed developing Sector Employer Boards designed to commission skills training based on key sector needs. These would be supported by a dedicated Pan London Hub for each sector to provide coordination and a single front door to large employers across the capital, helping them to better navigate the offer and access the support they required with. Multi-sector hubs in each sub region would coordinate the local offer and support access for SMEs and local business working with and through local services. The transition towards an employer-led system would be supported by the piloting of the first Sector Employer Board for Construction (including green construction), with creative industries and life sciences having been suggested as further pilots.
- The Strategy had been aligned with a number of other regional and national strategic plans also looking at driving growth, addressing labour market shortages or addressing economic inactivity designed to avoid duplication of work with key stakeholders. These included alignment with Local Get Britain Working Plans (due to be published in September 2025 and co-produced with local employment support and health providers to address economic inactivity) as well as the Local Skills Improvement Plan (LSIP) refresh (due to begin in Autumn 2025). Other initiatives which it was noted the Strategy would either seek to build on or be responsive to included Trailblazer pilots, the post-16 Skills Strategy due to be published by Skills England and the new Growth & Skills Levy.
- At the time of the presentation, the timeline for development of the Strategy aimed for stakeholder engagement to take place through May and June 2025, with a final draft available by September. In terms of feedback to date the main issues identified had included:

- The lack of access to people with the relevant skills as a barrier to growth;
 - The need for the strategy to reflect the challenges and opportunities of different places in London, and be locally responsive;
 - The need for ambition in seeking change in the employment, skills and health systems;
 - The need to be clear on what is meant as 'inclusive';
 - The need for earlier intervention to provide high-quality careers advice, relevant training, tailored employment support and appropriate work experience for young people, especially those facing the greatest barriers to good work;
 - The need to be clear about the ask of employers including the enforcement and monitoring of fair pay and good work standards, whilst also recognising existing work that was already meeting the aims of the Strategy.
- In terms of feedback from the Board, members were advised that comments would be welcomed on the overall approach, themes and direction of travel identified and whether these were felt to be relevant for West London as well as for on prioritisation. It was acknowledged that the comprehensive strategy contained numerous elements that would need to be sequenced effectively within the relevant action plans.

The Board noted the importance of the Inclusive Talent Strategy, as well as the collaborative approach being taken, with Councillor Butt taking the opportunity to thank Dianne Neal for the outline provided. Comments were then sought from the Board, with the following issues highlighted:

- In opening consideration of the item, Councillor Cowan (as Chair of the West London Skills and Employment Board) began by commending the work undertaken to date in development of the strategy recognising the key themes identified within the strategy as crucial in terms of addressing the skills needs both of individuals and of London's economy. Supporting the process with relevant data, and the provision of a more flexible range of training, were also seen as crucial to support the provision of reliable and reusable pathways into employment.

Specific challenges were also recognised in relation to the rapid changes in the global economy, as well as the need to support more people into work in response to the cost of living crisis. These factors supported the need for a more joined up and integrated approach to be developed across relevant sectors, which it was pointed out had not always been easy to achieve despite opportunities and resources being made available.

- Reference was also made to the issue of support available for care leavers with Diana Neal advising, in response, that one of the Get Britain Working Trailblazer projects had been specifically focused on care leavers. This involved testing new approaches with intensive packages for care leavers and additional support based around an initial 12-month pilot and the current challenges in terms of employment outcomes for care leavers being acknowledged as an area for focus. Pan-London work was also underway to

create a care leaver compact, aiming to provide reduced travel costs and address extra barriers faced by care leavers through a coordinated response.

- Following on from the issue raised in relation to training providers, members acknowledged the range of providers available alongside the proposed reform of the apprenticeship levy which it was felt would also support the facilitation of further employment and training provision focussed on London's growth sectors.

Reference was also made to the recent launch of the Jobs and Skills Strategy by Ealing Council designed to support hard-to-reach residents into jobs. In highlighting some of the challenges and difficulties experienced with the disjointed nature of the current employment, skills and careers system it was felt that local organisations, with direct knowledge of local needs and connections, would provide more productive and cost effective approach focussed around the skills gaps needing to be addressed. Education, confidence, basic skill sets, and training was seen as the way to achieve this, with self-training courses also valued by Board members. The need to ensure this was also supported by a rigorous audit process was also highlighted, as a means of maximising the efficient use of resources. In response, Diana Neal advised that these concerns had been recognised within the Strategy, with a focus on outputs and outcomes and how to incentivise providers to deliver relevant skills training whilst also delivering value for money.

- Acknowledging the points already discussed, the issue of inclusivity was also raised, which it was felt could often be overlooked in favour of scale despite its pivotal role in how economic growth was achieved. Issues in relation to scale were identified, with the strategy focussed not only on a pan-London and sub-regional level but also at local level. The need to simplify and better integrate the system was also identified, to take into account the characteristics and needs of West Londoners, particularly given the difficulty in being able to define London as a single Labour market.

As an example, schools and FE institutions were identified as a particular focus in terms of their role in equipping and preparing students to enter the employment market with the necessary skills including the provision of relevant career advice and guidance. This was an issue which members were keen to ensure was addressed as part of development of the Post-16 skills strategy.

- Following on, members also highlighted the need to consider the employment outcomes being achieved by those in Further or Higher Education across each borough in West London, with a focus on the barriers to those unable to access employment opportunities despite having knowledge, skills, and an FE or University education. In response, Diana Neal advised that these concerns had also been recognised with the role of education institutions and the careers service identified as a key focus including how application of the Gatsby Standards (which had been introduced to provide a framework for secondary schools, colleges, and training providers to create a careers programme that equipped students with the knowledge and skills to make informed decisions about their future paths, including academic routes,

technical training, and apprenticeships) could be supported given the limited funding available.

- Whilst recognising the challenges identified, the Board expressed support for the efforts being made to align work around the key themes identified within the Strategy in an integrated and joined up way involving key stakeholders and partners, with members highlighting the need to ensure this included each borough. In welcoming the support expressed, Diana Neal advised that this formed one of the key elements within the Strategy, with the focus on providing a more integrated structure that would ensure the most efficient use of resources and provide a focus not just on getting people into work but also on their career progression.

With no further comments raised, the Chair once again thanked Dianna Neal for her presentation and for the contributions from members. Given the needs of local people, employers and the potential benefits offered to West London as a whole, members noted the importance of ongoing engagement with boroughs across the West London Alliance and other key partners to maximise the Inclusive Talent Strategy's potential, on which it was **RESOLVED** to continue providing support.

7. **West London Orbital**

As the final item on the agenda, the Board received a verbal update from David Francis (Director - West London Alliance) on progress in developing and promoting the West London Orbital Rail (WLO) scheme, with the following issues highlighted:

- The ongoing status of West London Orbital (WLO) as a priority infrastructure project for London, reflected by its inclusion within the London Growth Plan, the working paper towards a refreshed London Infrastructure Framework and the Towards a New London Plan document and with TfL having also highlighted WLO as part of its representations ahead of the Government Spending Review.
- West London business leaders had also written directly to Lord Hendy (as the Transport Minister) in support of WLO, to which a positive response had been provided endorsing the collaborative approach between TfL, Mayor and individual boroughs.
- TfL was currently working on further assessment of transport modelling and had commissioned further work to assess the growth impacts of the scheme, focused on strengthening the economic case for the project to ensure it was as robust as possible ahead of the next stage of technical work and development.
- The project remained on target for submission of Transport and Works Act Order in 2028. If successful, this timeline could see the service running in the first half of the next decade and the timeframe aligned strategically with delivery of HS2.
- In terms of funding, the outcome of the spending review was now awaited as part of London's infrastructure funding allocation. Recognising the continued

collaboration between TfL, the Mayor's office, and local stakeholders, work was ongoing to monitor spending review outcomes while progressing technical work and economic case development. Maintaining engagement with ministerial level contacts remained a priority, alongside ensuring steady progress towards the 2028 submission deadline for the Transport and Works Act order.

Given the limited time available for the remainder of the meeting, the Board noted the update provided at the meeting without further comment and it was **RESOLVED** that regular progress updates continue to be provided at future meetings.

8. Any Other Business

8.1 West London Economy – development of evidence base

Majeed Neky (Assistant Director Economy, West London Alliance) provided a brief update on the ongoing work relating to development of the analysis of the West London Economy, following presentation of the initial phase of work by Oxford Economics at the previous meeting. Members were advised that the first phase report had been published in March 2025, which provided a key addition to the supporting evidence base on the local economy. The team was now scoping Phase 2 of this work, which the Board was advised would involve a deeper analysis of the sectors and growth enablers on which a draft specification was currently being prepared that would be shared with boroughs for their input.

In parallel, work was also being undertaken to strengthen the West London Alliance capacity to track key economic metrics internally, starting with skills related metrics working closely with Brunel University.

In commenting on the update provided, members highlighted the need to ensure this work continued to be supported by individual boroughs as part of a more co-ordinated and joined up approach in developing their own plans to support economic growth and to ensure the necessary links in terms of work being commissioned were established and maintained. Whilst acknowledging that boroughs were at different stages of economic planning development, the potential opportunities available across West London in terms of being able to effectively coordinate these efforts were highlighted.

No other items were raised for consideration.

9. Dates of Future Meetings

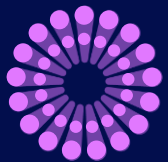
The Board noted that the next meeting had been scheduled to take place at 11am on Tuesday 16 September 25, in the Conference Hall, Brent Civic Centre.

The meeting closed at 13:03pm

Councillor Muhammed Butt (Brent Council
Chair

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London Growth Mission & LIF Refresh



LONDON
GROWTH PLAN



London Growth Mission

The London Growth Mission will:

- Deliver the London Growth Plan, corralling partners around its vision
- Focus on some key priorities within the LGP that would benefit from a missions-based approach

Progress will be overseen by a London Growth Mission Board, supported by a London Growth Mission delivery group.

Initial project: review of business engagement at pan-London and sub-regional level to improve effectiveness



London Growth Mission Board members

London government



Cllr Claire Holland (Co-Chair)
Chair, London Councils



Howard Dawber (Co-Chair)
DM for Business, GLA



Mayor Jason Perry
Lead for Business & Economy,
London Councils



Justine Simons
DM for Culture & Creative
Industries, GLA

And a representative of the City of London
Corporation

Business and other partners



Laura Citron, Mission Lead
CEO, London & Partners

Business representative organisations –
BusinessLDN, LCCI and FSB

HE representative – UCL

FE representative – AoC

VCS representative – Citizens Advice Lewisham

Trade union representative – TUC London & SE

Sustainability expert – Chair of the London
Sustainable Development Commission

Supported by a **Growth Mission Delivery Group** with senior representatives from GLA, London Councils, boroughs, Sub-Regional Partnerships and London and Partners

London Growth Plan 2025-2035

The Ambition

This Plan will make London more prosperous, fairer and greener as a global city and good capital of the UK.



Productivity

Raise London's productivity growth rate to 2% average per year over 2025 – 2035.



Inclusion

Raise the real household weekly income (after housing costs) of the lowest earning 20% of households by 20% by 2035.



Climate

Accelerate progress towards achieving London's net zero target in 2030.



Global capital

Grow London's services exports by an average 6% per year over 2025 – 2035.

Global City

These enduring strengths make London a unique global city.

Financial, Professional & Business (Finance, law, accountancy, management consulting, IT/enterprise tech, cyber, built environment)

Creative (Film, TV, gaming, immersive, music, marketing, design)

Experience (Destination culture, hospitality, retail, events, leisure)

International Education (International students, campuses, and online education)

Technology, including applied AI, drives growth across all these sectors.

Frontier Innovation

London is a global leader in these high growth, R&D-driven sectors.

Life Sciences

Climate and nature

Enabled by core technologies including

Artificial Intelligence, Quantum, Bioengineering, Robotics, Materials Science

Frontier innovation is applied at scale through **Industrial Innovation**.

Places - Growing and creating internationally significant clusters in these sectors

Actions – What London will do

Inclusive talent strategy to grow skilled workforce and get more Londoners into quality jobs

Backing our businesses with finance and support, from high streets to high-growth start-ups

Building housing and infrastructure for growth, net zero, health & wellbeing

Inward investment and promotion to win capital, customers, visitors and students

Local places for growth at the heart of London's communities

Delivery Partnership

Jointly delivered by public, private, and community organisations, overseen by Mission Board

Regional and local government joined up as partners for growth with national government

Update

- HMG published Modern Industrial Strategy in June – lots of overlap with LGP Growth Sectors
- Big focus on attracting private sector investment
- Uncertainty around and potential lack of HMG funding
- Lots of boroughs and sub-regions revising growth plans to align with the LGP and business interest too
- First meeting of Growth Mission Board in June; next one scheduled for December.

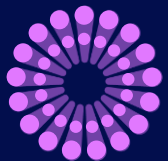
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Questions and discussion:

- Is there a particular challenge or opportunity that you would like to see the Growth Mission Board focus on in the next few years?
- What could the Growth Mission Board do to help promote inclusive economic growth in your sub-region?



London Infrastructure Framework



LONDON
GROWTH PLAN

Refreshing London's strategic infrastructure needs

Infrastructure needs to support ambitious housing and growth targets and become more robust and resilient, as set out in the London Growth Plan and the London Plan.

Builds on London Infrastructure Framework produced by London Councils in 2023, which brought together local authorities' priority infrastructure projects.

The publication of the London Growth Plan is an opportunity for London to speak with one voice and refresh London Infrastructure Framework in 2025



London Infrastructure Framework overview



Focus on 'economic infrastructure'



Transport

Energy

Water & flood defences/measures

Digital connectivity

Data centre development



Framework draws on new analysis & existing evidence, including Subregional Local Area Energy Planning (LAEPs), Integrated Water Management Strategies (IWMSs), London's Net Zero Projects Pipeline and Transport for London's Business Plan.

LIF Objectives



A joined-up vision and set of priorities for delivering the core economic infrastructure needed to deliver on the ambitions of the London Growth Plan, whilst aligning with the London Plan.



Identify a list of **strategic priority infrastructure projects** with London government cross-party support to unlock economic and housing growth across the city up to 2050.



Form a single point of reference for local and regional **London government to speak with one voice** about infrastructure priorities to government and private investors.

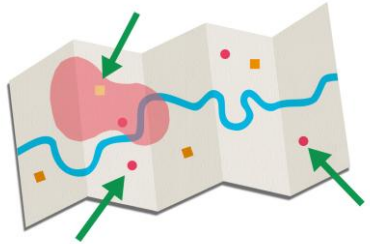


Support case making to **national government for strategic investments** and types of intervention, by providing evidence on benefits and trade-offs.



Highlight opportunities for **private sector investment** into specific infrastructure projects as well as the aggregated opportunities, e.g. heat networks.

LIF Outputs



✓ Clear presentation of priority infrastructure projects and their impacts within a user-friendly resource, including ability to categorise by type and scale of benefits.



✓ Robust selection criteria and supporting evidence.

✓ Costing (where available) and potential funding measures for the projects.



✓ Identify the key actions needed for delivery.

Questions and discussion

Is there a particular infrastructure scheme you would like to see if the LIF?

For further information and to provide feedback, please contact:


Katharina Winbeck

katharina.winbeck@londoncouncils.gov.uk





**THANK
YOU**

| | |
|---|--|
|  | <p style="text-align: center;">West London Economic Prosperity Board</p> <p style="text-align: center;">16 September 2025</p> |
| <p style="text-align: right;">Title</p> | <p>West London Economic Prosperity Board: membership and Function and Procedure Rules</p> |
| <p style="text-align: right;">Report of</p> | <p>Majeed Neky, Assistant Director Economy, West London Alliance</p> |
| <p style="text-align: right;">SRO</p> | |
| <p style="text-align: right;">Status</p> | <p>Public</p> |
| <p style="text-align: right;">Urgent</p> | <p>No</p> |
| <p style="text-align: right;">Enclosures</p> | |
| <p style="text-align: right;">Officer Contact Details</p> | <p>Majeed Neky, Assistant Director Economy, West London Alliance (nekym@ealing.gov.uk)</p> |
| <p style="text-align: center;">Summary</p> | |
| <p>This report corresponds to items 4 and 5 on the agenda and provides background and context to the decisions which the Board is invited to consider: the admittance of LB Hillingdon to the Board, and the updating of the Function and Procedure Rules which govern the Board's operation.</p> | |

| Recommendations | |
|--|--|
| <p>The Board is asked to:</p> <ol style="list-style-type: none"> NOTE LB Hillingdon's wish to join the West London Economic Prosperity Board, and VOTE on whether they should be admitted to membership¹; and NOTE the proposed updates to the Function and Procedure Rules for the West London Economic Prosperity Board, and VOTE on whether to adopt the revised Rules². | |
| <p>1. BACKGROUND & WHY THIS REPORT IS NEEDED</p> | |

¹ In addition to a vote of the current Board members, Hillingdon's prospective membership of the Economic Prosperity Board is also subject to a decision of Hillingdon's Cabinet.

² In addition to a vote of the current Board members, agreement of any amendments to the Function and Procedure Rules is also subject to approval through the appropriate processes within each Participating Borough.

1. BACKGROUND & WHY THIS REPORT IS NEEDED

- 1.1 The West London Economic Prosperity Board (WLEPB) is a formal Joint Committee of local authorities, established pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The WLEPB first met in 2015, following discussions facilitated by West London Alliance (WLA), to advance boroughs' aspirations for economic prosperity in West London. Importantly, the Function and Procedure Rules for the WLEPB state that 'The purpose of the Joint Committee will be collaboration and mutual co-operation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee.'
- 1.3 Five boroughs initially formed the Joint Committee, with Hammersmith & Fulham joining formally during 2016. The Board now consists of the Leaders of the constituent councils, currently comprising six of the seven West London Alliance member authorities (Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow and Hounslow). The member authorities are referred to in the Function and Procedure Rules for the WLEPB as the 'Participating Boroughs'.
- 1.4 LB Hillingdon now wishes to join the WLEPB as a Participating Borough. This would align the WLEPB membership with that of WLA as a whole. The Function and Procedure Rules state that 'When a new borough wishes to become a Participating Borough, then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs'. In addition to this, Hillingdon's prospective membership of the Economic Prosperity Board is also subject to a decision of Hillingdon's Cabinet. Hillingdon has made arrangements for this decision to be taken in September 2025, following the meeting of the WLEPB.
- 1.5 If these conditions are met and Hillingdon becomes a member of the WLEPB, the Function and Procedure Rules for the WLEPB would need to be updated to reflect this. The Rules were last updated in 2016, and have become outdated in some respects. It may be, therefore, that this is an opportune time to make minor revisions to the Rules to ensure that they are up-to-date. Again, as set out in the Rules themselves, any changes to the Rules must be agreed by the Joint Committee; and again, agreement of the amended Rules is also subject to approval through the appropriate processes within each Participating Borough.
- 1.6 Relevant governance, democratic services or monitoring officers within the West London boroughs have been consulted by WLA officers, to solicit expert input and seek to ensure that all parties have a common view of the necessary processes for admittance of new members to the WLEPB, and for agreement of any changes to the Function and Procedure Rules.

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

Functions and Procedure Rules

1. Purpose of the Joint Committee

- 1.1 The London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow (“the Participating Boroughs”) have established the Joint Committee pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The Joint Committee shall be known as ‘WEST LONDON ECONOMIC PROSPERITY BOARD’ (EPB).
- 1.3 The Joint Committee’s role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of ~~the West London Vision for Growth~~ advancing Participating Boroughs’ aspirations for greater economic prosperity in West London, including promoting the ‘Economic Prosperity Agenda’, in partnership with employers, business and trade bodies, representatives from regional and central government, and education and skills providers and other partners.
- 1.4 The purpose of the Joint Committee will be collaboration and mutual co-operation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee.
- 1.5 The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.
- 1.6 These Procedure Rules govern the conduct of meetings of the Joint Committee.

2. Definitions

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

3. Functions

- 3.1 The Joint Committee will discharge on behalf of the Participating Boroughs the functions listed below related to promoting economic prosperity in West London:
 - 3.1.1 Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating local authorities.
 - 3.1.2 Providing direction to a nominated lead borough on the allocation of any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving jointly the approach to the procurement to be undertaken by the lead borough.
 - 3.1.3 Seeking to be the recipient of devolved powers and/or funding streams for the local government areas of the participating local authorities, which relate to the economic prosperity agenda.
 - 3.1.4 Exercising any such powers and allocating any such funding.
 - 3.1.5 Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.

- 3.1.6 Representing the participating authorities in connection with the Greater London Authority, London Councils and ~~the London Enterprise Panel~~ **other relevant London forums and institutions**, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- 3.1.7 Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- 3.1.8 Seeking to influence and align ~~government~~ **public and private** investment in West London in order to boost economic growth within the local government areas of the participating authorities.
- 3.1.9 Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.
- 3.1.10 Representing the participating local authorities in discussions and negotiations with **relevant secretaries of state, particularly** the Secretary of State for **Housing**, Communities and Local Government, to encourage legislative reform enabling **Economic Prosperity Boards, as defined by the Local Democracy, Economic Development and Construction Act 2009 Act, to be established by groups of boroughs in London.** participation and representation of local authorities and sub-regional partnerships in the governance of London, including the administration of devolved powers and funding.
- 3.1.11 Inviting ~~special~~ representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, higher education sector, schools, voluntary sector, and health sector to ~~take an interest in, and/or seek to influence, the business of the committee including by attending meetings and commenting on proposals and documents~~ **engage with the Joint Committee and its members on issues affecting West London.**
- 3.2 In relation to the Participating Boroughs which operate executive arrangements, only executive functions of each borough may be exercised.

4. Membership and Quorum

- 4.1 The membership will comprise of **7** members, with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.
- 4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.
- 4.3 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.
- 4.4 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one of its senior councillors.
- 4.5 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.
- 4.6 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols, including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.
- 4.7 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.
- 4.8 Where a Participating Borough wishes to withdraw from membership of the Joint Committee, this must be indicated in writing to each of the committee members. A six month notice period must be provided.

- 4.9 When a new borough wishes to become a Participating Borough, then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs.
- 4.10 The quorum for the Joint Committee is ~~three~~ **four** members. If the Joint Committee is not quorate it cannot transact any business. If there is no quorum at the time the meeting is due to begin, the start of the meeting will be delayed until a quorum is achieved. If no quorum is achieved after 30 minutes has elapsed, the clerk will advise those present that no business can be transacted and the meeting will be cancelled.

5. Chair and Vice-Chair

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

6. Sub-Committees

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

7. Delegation to officers

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

8. Administration

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

9. Financial matters

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

10. Agenda management

- 10.1 Subject to 10.2, all prospective items of business for the Joint Committee shall be agreed by a meeting of the Chief Executives of the Participating

Boroughs or their representatives.

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

11. Meetings

- 11.1 The Joint Committee will meet as required to fulfil its functions.
- 11.2 A programme of meetings at the start of each Municipal Year will be scheduled and included in the Calendar of Meetings for all Participating Boroughs.

~~The quorum for a meeting of the Joint Committee shall require at least 4 of the 5 appointed members (or their substitutes) to be present in order to transact the business as advertised on the agenda.~~

- 11.3 Access to meetings and papers of the Joint Committee by the Press and Public is subject to the Local Government Act 1972 and to the Openness of Local Government Bodies Regulations 2014. The Joint Committee will also have regard to the Local Authorities (Executive Arrangements) (Meetings and Access to information) (England) Regulations 2012, notwithstanding the fact that its provisions do not strictly apply to the Joint

Committee for so long as the committee has any members who are not members of an executive of a Participating Borough.

12. Notice of meetings

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

13. Public participation

- 13.1 Unless considering information classified as 'exempt' or 'confidential' under Access to Information Legislation, all meetings of the Joint Committee shall be held in public.
- 13.2 Public representations and questions are permitted at meetings of the Joint Committee. Notification must be given in advance of the meeting indicating by 12 noon on the last working day before the meeting the matter to be raised and the agenda item to which it relates. Representatives will be provided with a maximum of 3 minutes to address the Joint Committee.
- 13.3 The maximum number of speakers allowed per agenda item is 6.
- 13.4 Where the number of public representations exceed the time / number allowed, a written response will be provided or the representation deferred to the next meeting of the Joint Committee if appropriate.

13.5 The Joint Committee may also invite ~~special~~ representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, voluntary sector, and health sector to take an interest in the business of the committee including by attending meetings and commenting on proposals and documents.

13.6 The Chair shall have discretion to regulate the behaviour of all individuals present at the meeting in the interests of the efficient conduct of the meeting.

14. Member participation

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

15. Business to be transacted

15.1 Standing items for each meeting of the Joint Committee will include the following:

- Minutes of the last **previous** meeting
- Apologies for absence
- Declarations of interest
- Provision for public participation
- Substantive items for consideration

15.2 The Chair may vary the order of business and take urgent items as specified in the Access to Information Requirements at his / her discretion. The Chair should inform the Members of the Joint Committee prior to allowing the consideration of urgent items.

15.3 An item of business may not be considered at a meeting unless:

(i) A copy of the agenda including the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting;
or

(ii) By reason of special circumstances which shall be specified in the minutes the Chair of the meeting is of the opinion that the item should be

considered at the meeting as a matter of urgency.

- 15.4 “Special Circumstances” justifying an item being considered as a matter of urgency will relate to both why the decision could not be made at a meeting allowing the proper time for inspection by the public as well as why the item or report could not have been available for inspection for five clear days before the meeting.

16. Extraordinary meetings

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

17. Cancellation of meetings

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

18. Rules of debate

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

19. Request for determination of business

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

19.2 The Joint Committee will then vote on the request.

20. Urgency procedure

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

21. Voting

21.1 The Joint Committee's decision making will operate on the basis of mutual cooperation and consent and will take into account the views of the special representatives. It is expected that decisions will be taken on a consensual basis wherever reasonably possible.

21.2 Where a vote is required it will be on the basis of one vote per member and unless a recorded vote is requested, the Chair will take the vote by show of hands.

21.3 Any matter (save for a decision under Rule 4.7 above) shall be decided by a simple majority of those members voting and present. Where there is an equality of votes, the Chair of the meeting shall have a second and casting vote.

21.4 Any two members can request that a recorded vote be taken, whereby, immediately after a vote is taken at a meeting, ~~if any Member so requests,~~ there shall be recorded in the minutes of the proceedings of that meeting whether each member cast his / her vote for or against the matter or whether he/ she abstained from voting.

22. Minutes

22.1 At the next suitable meeting of the Joint Committee, the Chairman will move a motion that the minutes of the previous meeting be agreed as a

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

22.2 Once agreed, the Chairman will sign them.

22.3 There will be no item for the approval of minutes of an ordinary Joint Committee meeting on the agenda of an extraordinary meeting.

23. Exclusion of Public and Press

23.1 Members of the public and press may only be excluded from a meeting of the Joint Committee either in accordance with the Access to Information requirements or in the event of disturbance.

23.2 A motion may be moved at any time for the exclusion of the public from the whole or any part of the proceedings. The motion shall specify by reference to Section 100(A) of the Local Government Act 1972 the reason for the exclusion in relation to each item of business for which it is proposed that the public be excluded. The public must be excluded from meetings whenever it is likely, in view of the nature of business to be transacted or the nature of the proceedings, that confidential information would be disclosed.

23.3 If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she thinks is necessary.

23.4 Background papers will be published as part of the Joint Committee agenda and be made available to the public via the website of each authority.

24. Overview and Scrutiny

24.1 Decisions of the Joint Committee which relate to the executive functions of a Participating Borough will be subject to scrutiny and 'call -in' arrangements (or such other arrangements equivalent to call-in that any Participating Borough operating a committee system may have) as would apply locally to a decision made by that Participating Borough acting

alone.

24.2 No decision should be implemented until such time as the call-in period has expired across all of the Participating Boroughs.

24.3 Where a decision is called in, arrangements will be made at the earliest opportunity within the Participating Borough where the Call-In had taken place for it to be heard.

24.4 Any decision called in for scrutiny before it has been implemented shall not be implemented until such time as the call-in procedures of the Participating Borough concerned have been concluded.

25. Access to minutes and papers after the meeting

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

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

(ii) the agenda for the meeting; and

(iii) reports relating to items when the meeting was open to the public.

26. Amendment of these Rules

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

27. Background Papers

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

- (i) disclose any facts or matters on which the report or an important part of it is based;
 - (ii) have been relied on to a material extent in preparing the report but do not include published works or those which disclose exempt or confidential information and in respect of reports to the Joint Committee, the advice of a political assistant.
- 27.2 Where a copy of a report for a meeting is made available for inspection by the public, at the same time the clerk shall make available for inspection
- (i) a copy of the list of background papers for the report;
 - (ii) at least one copy of each of the documents included in that list.
- 27.3 The Clerk will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

Special Representatives

The contract and procedure rules for the WLEPB set out that there will be a select number of 'Special Representatives' invited to attend meetings to 'influence' the work of the Board and the West London WLA Leaders, supported by the WLA Growth Directors Board, have has been leading the process to identify appropriate special representatives. Suggested Special Representatives are listed in the table below and a draft 'core narrative' to support engagement is attached as Appendix 2:

- Higher Education
 - Mark Gray, Pro Vice Chancellor and Director of Knowledge Transfer, Imperial College
 - Middlesex University
 - University of West London
 - Brunel University
- Further Education
 - West London College Chairs and Principals nominee
- Business
 - John Holland-Kaye, Chief Officer Executive of Heathrow & Heathrow Finance PLC
 - Chair of West London Business
 - Rahul Gokhale, Chair of Park Royal Business Group & Board Member of OPDG
- Voluntary & Community Sector
 - Andy Roper, Lead Officer for West London Network
- DWP/JCP
 - Jo Kerrison, District Manager West London JCP Job Centre Plus
- Health
 - Clare Parker, Accountable Officer for Central London, West London, Hammersmith & Fulham, Hounslow and Ealing (CWHHE)
 - Representatives from West London Clinical Commissioning Groups

- ~~Greater London Authority~~
 - ~~Sir Edward Lister — Deputy Mayor of London for Policy and Planning and Chief operating Officer~~
 - ~~Deputy Mayor for Planning~~
 - ~~Deputy Mayor for Housing and Residential Development~~
 - ~~Deputy Mayor for Business~~
 - ~~Deputy Mayor for Transport~~

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

Functions and Procedure Rules

1. Purpose of the Joint Committee

- 1.1 The London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow (“the Participating Boroughs”) have established the Joint Committee pursuant to powers under the Local Government Acts 1972 and 2000, and under the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
- 1.2 The Joint Committee shall be known as ‘WEST LONDON ECONOMIC PROSPERITY BOARD’ (EPB).
- 1.3 The Joint Committee’s role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of advancing Participating Boroughs’ aspirations for greater economic prosperity in West London, including promoting the ‘Economic Prosperity Agenda’, in partnership with employers, business and trade bodies, representatives from regional and central government, education and skills providers and other partners.
- 1.4 The purpose of the Joint Committee will be collaboration and mutual co-operation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee.
- 1.5 The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.
- 1.6 These Procedure Rules govern the conduct of meetings of the Joint Committee.

2. Definitions

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

3. Functions

- 3.1 The Joint Committee will discharge on behalf of the Participating Boroughs the functions listed below related to promoting economic prosperity in West London:
 - 3.1.1 Making funding applications and/or bids to external bodies, in relation to economic prosperity for the benefit of the local government areas of the participating local authorities.
 - 3.1.2 Providing direction to a nominated lead borough on the allocation of any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving jointly the approach to the procurement to be undertaken by the lead borough.
 - 3.1.3 Seeking to be the recipient of devolved powers and/or funding streams for the local government areas of the participating local authorities, which relate to the economic prosperity agenda.
 - 3.1.4 Exercising any such powers and allocating any such funding.
 - 3.1.5 Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.

- 3.1.6 Representing the participating authorities in connection with the Greater London Authority, London Councils and other relevant London forums and institutions, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- 3.1.7 Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- 3.1.8 Seeking to influence and align public and private investment in West London in order to boost economic growth within the local government areas of the participating authorities.
- 3.1.9 Agreeing and approving any additional governance structures as related to the Joint Committee, or any sub-committees formed by the Joint Committee.
- 3.1.10 Representing the participating local authorities in discussions and negotiations with relevant secretaries of state, particularly the Secretary of State for Housing, Communities and Local Government, to encourage legislative reform enabling participation and representation of local authorities and sub-regional partnerships in the governance of London, including the administration of devolved powers and funding.
- 3.1.11 Inviting representatives of stakeholders such as business associations, government agencies such as DWP or Jobcentre Plus, the further education sector, higher education sector, schools, voluntary sector, and health sector to engage with the Joint Committee and its members on issues affecting West London.
- 3.2 In relation to the Participating Boroughs which operate executive arrangements, only executive functions of each borough may be exercised.

4. Membership and Quorum

- 4.1 The membership will comprise of 7 members, with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.

- 4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.
- 4.3 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.
- 4.4 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one of its senior councillors.
- 4.5 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.
- 4.6 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols, including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.
- 4.7 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.
- 4.8 Where a Participating Borough wishes to withdraw from membership of the Joint Committee, this must be indicated in writing to each of the committee members. A six month notice period must be provided.
- 4.9 When a new borough wishes to become a Participating Borough, then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs.
- 4.10 The quorum for the Joint Committee is four members. If the Joint Committee is not quorate it cannot transact any business. If there is no

quorum at the time the meeting is due to begin, the start of the meeting will be delayed until a quorum is achieved. If no quorum is achieved after 30 minutes has elapsed, the clerk will advise those present that no business can be transacted and the meeting will be cancelled.

5. Chair and Vice-Chair

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

6. Sub-Committees

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

7. Delegation to officers

- 7.1 The Joint Committee may delegate specific functions to officers of any of the Participating Boroughs.
- 7.2 Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of the other boroughs.

- 7.3 It may also be subject to the requirement for the officer with delegated authority to consult with the Chair of the Joint Committee and the Leaders of the one or more Participating Boroughs before exercising their delegated authority.

8. Administration

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

9. Financial matters

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

10. Agenda management

- 10.1 Subject to 10.2, all prospective items of business for the Joint Committee shall be agreed by a meeting of the Chief Executives of the Participating Boroughs or their representatives.
- 10.2 It will be the responsibility of each report author to ensure that the impacts on all Participating Boroughs are fairly and accurately represented in the report. They may do this either by consulting with the monitoring officer and chief finance officer of each Participating Borough or by some other appropriate method.
- 10.3 In pursuance of their statutory duties, the monitoring officer and/or the chief financial officer of any of the Participating Boroughs may include an item for consideration on the agenda of a meeting of the Joint Committee, and may require that an extraordinary meeting be called to consider such items.

- 10.4 Each Participating Borough operating executive arrangements will be responsible for considering whether it is necessary [in order to comply with Access to Information legislation regarding the publication of agendas including Forward Plan requirements] to treat prospective decisions as 'key- decisions' and/or have them included in the Forward Plan. Each Participating Borough operating a committee system will apply its local non-statutory procedures.

11. Meetings

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

12. Notice of meetings

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

- 12.3 The clerk to the Joint Committee will arrange for the copying and distribution of papers to all Members of the Committee.

13. Public participation

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

14. Member participation

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

15. Business to be transacted

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

16. Extraordinary meetings

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

17. Cancellation of meetings

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

18. Rules of debate

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

19. Request for determination of business

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

20. Urgency procedure

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

21. Voting

- 21.1 The Joint Committee's decision making will operate on the basis of mutual cooperation and consent and will take into account the views of the special representatives. It is expected that decisions will be taken on a consensual basis wherever reasonably possible.
- 21.2 Where a vote is required it will be on the basis of one vote per member and unless a recorded vote is requested, the Chair will take the vote by show of hands.
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- 21.4 Any two members can request that a recorded vote be taken, whereby, immediately after a vote is taken at a meeting, there shall be recorded in the minutes of the proceedings of that meeting whether each member cast his / her vote for or against the matter or whether he/ she abstained from voting.

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- 22.2 Once agreed, the Chairman will sign them.
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- 23.3 If there is a general disturbance making orderly business impossible, the Chairman may adjourn the meeting for as long as he/she thinks is necessary.
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- 24.2 No decision should be implemented until such time as the call-in period has expired across all of the Participating Boroughs.
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(ii) the agenda for the meeting; and

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26. Amendment of these Rules

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

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(i) disclose any facts or matters on which the report or an important part of it is based;

(ii) have been relied on to a material extent in preparing the report but do not include published works or those which disclose exempt or confidential information and in respect of reports to the Joint Committee, the advice of a political assistant.

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

(i) a copy of the list of background papers for the report;

(ii) at least one copy of each of the documents included in that list.

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

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|---|---|
|  | <p align="center">West London Economic Prosperity Board</p> <p align="center">16 September 2025</p> |
| <p align="center">Title</p> | <p>West London Universities and local government: opportunities for collaboration</p> |
| <p align="center">Report of</p> | <p>Majeed Neky, Assistant Director Economy, West London Alliance</p> |
| <p align="center">SRO</p> | |
| <p align="center">Status</p> | <p>Public</p> |
| <p align="center">Urgent</p> | <p>No</p> |
| <p align="center">Enclosures</p> | <p>Two Appendix A: Overview of West London Universities key strengths & existing collaboration Appendix B: Initial view of specific opportunities for collaboration</p> |
| <p align="center">Officer Contact Details</p> | <p>Majeed Neky, Assistant Director Economy, West London Alliance (nekym@ealing.gov.uk)</p> |
| <p align="center">Summary</p> | |
| <p>This report highlights the importance and timeliness of strengthening partnership working across West London's local authorities and universities; identifies opportunities to broaden and deepen collaboration for the benefit of West London's communities, businesses and institutions); and sets out a joint statement of intent to support such collaboration over the coming months and years.</p> | |

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| <p align="center">Recommendations</p> |
| <p>The Board is asked to:</p> <ol style="list-style-type: none"> NOTE the report, including West London's strengths and assets in higher education and existing and future opportunities for collaboration; and AGREE, on behalf of the West London boroughs, the proposed joint statement of intent below, which will then be finalised for signing by all relevant parties. |

1. BACKGROUND & WHY THIS REPORT IS NEEDED

- 1.1 West London Alliance (WLA) is the partnership of the seven West London borough councils: Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. We work together, and with the Mayor of London and other partners, to make West London more inclusive, productive, resilient and influential. Much of our joint work focuses on supporting economic growth in West London and ensuring that local communities benefit from this. We have set out [five shared priorities for economic growth in West London](#), two of which – **equipping West Londoners with future skills** and **promoting West London as a global innovation gateway** – are particularly relevant here.
- 1.2 West London is fortunate to be home to a diverse range of universities, including both main and satellite campus locations, with a wide array of facilities and expertise. These institutions have many different strengths and areas of focus across teaching, research and public engagement (see Annex A).
- 1.3 While acknowledging that there are also competitive dynamics between different institutions, there is a strong foundation for collaborative relationships between higher education, further education, local government and business in West London. In 2021, a number of West London partners established the West London Universities Partnership. Convened by WLA and West London Business (WLB), senior representatives of West London's higher education institutions meet regularly with each other, with WLA and WLB and also with the Principals and Chief Executives of West London's further education colleges. There are also many individual examples of collaboration – for example, the Upstream Nexus partnership between Hammersmith & Fulham Council and Imperial College London; the Civic University Agreement between Hillingdon Council and Brunel University; the Screen London Barnet initiative and the emerging West London Region of Learning proposals (see Annex A) as well as collaboration via WLA's [Digital](#) and Net Zero programmes.
- 1.4 This is the right moment to broaden and deepen that collaboration. Ongoing financial pressures across both higher education and local government place an ever-greater premium on working effectively together across institutions and sectors. Recent Government announcements such as the Spending Review and Industrial Strategy have underlined that London-based institutions will need to work even harder, and present compelling arguments and evidence, to secure public investment. The London Growth Plan and anticipated pan-London strategies on skills and innovation offer potential vehicles for these discussions. But there will also be times when a distinctive West London voice and approach is needed to address distinctive economic and social characteristics, specialisms, priorities or needs within West London.
- 1.5 There are a number of specific opportunities, including funding opportunities, on which West London may wish to collaborate (see Annex B) – notably including, for example, a £30m ring-fenced allocation for London from the new [Local Innovation Partnerships Fund](#). Without binding any institution, this paper proposes a joint statement of intent which can support and help expedite such collaboration over the coming months and years.

2. PROPOSED STATEMENT OF INTENT ON COLLABORATION BETWEEN WEST LONDON BOROUGHs AND HIGHER EDUCATION INSTITUTIONS

West London's universities play a vital role in connecting 'the world's most connected place'. Tens of thousands of students, hundreds of staff and numerous nationally and internationally significant research programmes are a pivotal part of West London's seven boroughs, its 2.1m population, its £70bn economy and its vibrant cultural and historical story.

As leaders of West London's local government and higher education institutions, we believe that through broader and deeper collaboration, we can help make West London more inclusive, more productive, more resilient and more influential.

Building on our existing track record of collaboration, **we commit** to engaging with each other collectively at regular intervals, including through the West London Universities Partnership and the West London Economic Prosperity Board, to:

- identify and progress opportunities for collaboration between all partners or smaller groups of partners;
- involve each other where appropriate in helping to shape relevant organisational and place strategies;
- share ideas and learning which could benefit West London's communities, businesses and institutions.

We commit to use and refer to this statement to provide a basis for joint projects, programmes, proposals and bids, which could include:

- working together, and with West London businesses, to develop and take forward proposals for research and innovation collaborations which are place-based and / or address West London's sectoral strengths;
- working together, and with West London businesses and other providers of education and training, to support West Londoners of all ages to secure new skills, work experience, good jobs and progression in work;
- working together to promote and disseminate success stories involving West London institutions.

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ANNEX A: OVERVIEW OF WEST LONDON'S UNIVERSITIES, KEY STRENGTHS AND EXISTING COLLABORATION

| University | Number of students | Research Excellence Framework 2021 national ranking | Social Mobility Index 2024 national ranking | Selected prominent research institutes and centres | Examples of existing local partnership activity |
|--------------------------------------|---|---|---|--|--|
| Arden University (Ealing) | c.29,000 (multiple campuses, hybrid learning) | n/a | n/a | Digital Learning Innovation Hub | |
| Brunel University London (Uxbridge) | c.15,000 | 76 | 38 | Institutes: Materials and Manufacturing; Health, Medicine & Environments; Energy Futures; Digital Futures; Communities & Society | Civic University Agreement with Hillingdon Council Park Royal Net Zero – helping food manufacturing businesses to decarbonise |
| Bucks New University (Uxbridge) | c.20,000 | 121 | 51 | Impact Centres (Environment, Culture, Health); Centre for Excellence in Health Inequalities | Commitment to local partnerships in Public and Community Engagement Strategy 2023-28 |
| Imperial College London (White City) | c.22,000 | 1 | 12 | Imperial's Schools of Convergence Science build on our disciplinary strengths and interdisciplinary culture to create research communities at scale to deliver societal impact in Human and Artificial Intelligence; Health and Technology; Climate, Energy and Sustainability; and Space, Security and Telecoms. They will boost our capacity to serve as a trusted partner for local and national governments, industry, third sector organisations and civil society. | Upstream Nexus partnership between Hammersmith & Fulham Council and Imperial College London ZedTech collaboration with WLA and others on tech to support independent living with dementia |

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|---|---|-----|-----|--|--|
| London Academy of Music and Dramatic Arts (Hammersmith) | c.400 | n/a | n/a | Lamda Local performing arts programme for West London state schools | |
| Middlesex University (Hendon) | c.16,000 | 86 | 74 | Centres: Flood Hazard; Education Research and Scholarship; Enterprise, Environment and Development; Nursing and Midwifery; Creation in the Performing Arts | Screen London Barnet initiative with Middlesex University, Barnet Council, Barnet and Southgate College and Troubadour Brent Cross Studios to help young people progress into screen, film and TV production roles Lifelong Learning Agreement for Barnet students ‘What’s Your Big Idea?’ enterprise competition Evaluation of Barnet Climate Action Month |
| Richmond American University (Chiswick) | c.1,000 | n/a | n/a | Six research centres: Persuasive industries; International visual arts and cultures; Mind in society; Gender in sport; State, power and globalisation; Wellbeing | |
| Royal College of Art (White City) | c.3,000 | n/a | n/a | Centres: Helen Hamlyn Centre for Design; Intelligent Mobility Design; Materials Science Research; Computer Science Research; CLIMAVORE x Jameel at RCA | Commitment to engagement in Hammersmith & Fulham through Community and Public Engagement Strategy |
| Sheffield Hallam University | c.32,000 (Sheffield – new Brent Cross Town satellite campus opening 2026) | 73 | 35 | Centres: Advanced Wellbeing Research; Regional Economic and Social Research; Sport Industry Research; Art and Design Research. Materials and Engineering Research Institute; National Centre of Excellence | Civic University Agreement with South Yorkshire local authorities , focused on health, early years and local skills |

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|---|-------------------------|-----|----|---|--|
| | | | | for Food Engineering; Sheffield Institute of Education. | |
| University of West London (Ealing, Brentford, Reading) | c.18,000 (all campuses) | 99 | 57 | Centres: Richard Wells Centre (nursing); Cybersecurity and Criminology; Non-Destructive Testing and Remote Sensing; International Centre for Hospitality and Aviation Resilience Management. Institutes: Ageing and Memory; Screen Media; Person-centred Health and Social Care; Ruskin Institute for Social Equity | Recent appointment of Associate Pro Vice-Chancellor for Regional Engagement (Professor Graeme Atherton) to expand UWL's work on civic engagement and social equity |
| University of the Arts London (Shepherds Bush – pre-degree course campus) | c.23,000 (all campuses) | n/a | 88 | Centre for Sustainable Fashion; Creative Research in Sound Arts Practice | |
| University of Westminster (Harrow) | c.22,000 (all campuses) | 65 | 58 | Centres: Air Traffic Management Research; Research and Education in Arts and Media; Documentary and Experimental Film Centre. Communications and Media Research Institute; Active Travel Academy | Commitment to local partnerships in Public and Community Engagement Strategy 2023-29 |

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ANNEX B: INITIAL VIEW OF SPECIFIC OPPORTUNITIES FOR COLLABORATION

| Sector or theme | Potential opportunities |
|------------------------------------|---|
| Access, participation and outreach | <ul style="list-style-type: none"> Regional Access Partnerships: making the case to Office for Students of value of working as a West London geography for some purposes, particularly as most West London institutions have a very high intake of more disadvantaged students compared to national average Exploring potential for further initiatives such as the Middlesex / Barnet Lifelong Learning Agreement |
| Skills | <ul style="list-style-type: none"> Opportunity for further partners to join work in progress across HE and FE on higher level modular pathways, which has been discussed with Skills Minister and is being progressed with DfE as 'West London Region of Learning' Potential for closer collaboration on curriculum development for industry-focused provision, including those emerging from the Industrial Strategy (e.g. Skills Bootcamps, Growth and Skills Levy-funded short courses, Upskilling and Reskilling Programme) |
| Data and analysis | <ul style="list-style-type: none"> Potential to bring higher education into early discussions on future data and analysis capability for London government, with GLA, London Councils and sub-regional partnerships including WLA and its counterparts |
| Innovation and clusters | <ul style="list-style-type: none"> Local Innovation Partnerships Fund: place-based funding for Mayoral authorities and others. London has a ring-fenced £30m allocation. Opportunity to position West London's institutions for this. Industrial Strategy Zones: Government consolidation of previous Freeports and Investment Zones programmes may present opportunity to present a collective West London case for designation across higher education, business and local government (the only London zone currently is Thames Freeport) Exploring potential for sharing ideas on supporting incubators and spin-out businesses |
| Advanced Manufacturing | <ul style="list-style-type: none"> Potential opportunities emerging from Advanced Manufacturing Sector Plan, including supporting the rollout of Made Smarter in London; planned Robotics Adoption Hubs; National Materials Innovation Programme; etc. |
| Creative | <ul style="list-style-type: none"> London explicitly excluded from new Creative Places Growth Fund despite being labelled as a 'supercluster' in Creative Industries Sector Plan Advocating for London's inclusion in, and West London's role in, next wave of UKRI Creative Industries Clusters funding (see previous programme) International Centre for Creative Industries: previously raised by the Mayor and seemingly revived in the Creative Industries Sector Plan |
| Digital and Tech | <ul style="list-style-type: none"> Potential opportunities emerging from Digital and Technologies Sector Plan, including funding for work on e.g. Advanced Connectivity Technologies, AI (noting link with data centres and West London energy constraints), cyber security, engineering biology |
| Life Sciences | <ul style="list-style-type: none"> Potential opportunities emerging from Life Sciences Sector Plan, including 'Regional Health Innovation Zones for large-scale development and implementation of innovation, for scale-up across the health and care system' |

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