

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