

AGENDA

Meeting: West London Economic Prosperity Board

Date: Wednesday 8 June 2016

Time: 9.30am – 11.30am

Venue: Room 2, London Councils, 59½ Southwark Street, London, SE1 0AL

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

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

Members

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

Substitute Members

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

1. **Minutes of the Previous Meeting** (Pages 1 - 6)
2. **Apologies for Absence**
3. **Declarations of Interest**
4. **Functions and Procedure Rules** (Pages 7 - 18)

5. **Update on Actions from the Previous Meeting**
6. **Old Oak and Park Royal Development Corporation - Presentation** (Pages 19 - 58)
7. **West London Vision for Growth: Action Plan** (Pages 59 - 84)
8. **Devolved West London Alliance Work and Health Programme** (Pages 85 - 104)
9. **West London Economic Prosperity Board Forward Plan** (Pages 105 – 111)
10. **Any Other Business**
11. **Date / Venue of Next Meeting**

Wednesday, 21 September 9:30am – 11:30am

Wednesday, 7 December 9:30am – 11:30am

Minutes of the West London Economic Prosperity Board

17 February 2016

Members Present:-

AGENDA ITEM 1

Councillor Richard Cornelius (LB Barnet) (Chairman)

Councillor Julian Bell (LB Ealing)

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

Councillor Stephen Cowan (LB
Hammersmith & Fulham) (Non-Voting
Observer)

Councillor Keith Ferry (LB Harrow)
(substituting for Councillor David Perry)

In Attendance:-

Councillor Roxanne Mashari (LB Brent)

Officers:-

Carolyn Downs (LB Brent)

Pat Haynes (LB Ealing)

Andrew Travers (LB Barnet)

Nigel Pallace (LB Hammersmith &
Fulham)

Martin Smith (LB Ealing)

Brendon Walsh (LB Hounslow)

Dan Gascoyne (West London
Alliance)

1. MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 13 November 2015 be approved as a correct record.

2. APOLOGIES FOR ABSENCE

Apologies for absence had been received from:

- Councillor Stephen Curran (LB Hounslow); and
- Councillor David Perry (LB Harrow) who had been substituted for by Councillor Keith Ferry (LB Harrow)

3. DECLARATIONS OF INTEREST

None.

4. FUNCTIONS AND PROCEDURE RULES

The Committee noted the Functions and Procedure Rules as set out in the agenda.

5. UPDATE ON ACTIONS FROM PREVIOUS MEETING

None.

6. WEST LONDON GROWTH PRIORITIES

Brendon Walsh (Executive Director Regeneration, Economic Development & Environment, LB Hounslow) presented a report which provided an update on progress towards the West London Vision for Growth. Following consideration of the West London Economic Assessment at the meeting held in November 2015, the report provided an assessment of the following growth issues:

- People and Skills;
- Enterprise;
- Places, Housing and Infrastructure;
- Inclusive Growth; and
- Working to Catalyse the Change.

It was emphasised that the most important component to sub-regional growth was identifying opportunities for public private partnerships and investment funding to develop infrastructure. It was noted that further analysis may need to be commissioned to inform and support the production of a Growth Action Plan.

Members considered that the high level strategic assessment which had been reported to the Board in November 2015 required strengthening. The Board agreed that there was a requirement for a broader strategic overview and considered whether to engage academics (such as Imperial College or Middlesex University), pan-London organisations (such as the GLA, London First or the London Chamber of Commerce) to assist in developing a critical list sub-regional priorities. Officers noted that the seven boroughs also had teams of officers who worked for Growth Directors who could be deployed to work on strengthening the strategic assessment and develop priorities.

The Board agreed that high speed broadband, business rates flexibility and transport / infrastructure were essential in creating a competitive advantage for the sub-region. It was noted that property and housing were considerations which also needed to be taken into account in strategic planning terms.

The West London Economic Prosperity Board delegate authority to West London Growth Directors and the West London Alliance Director to develop a Growth Action Plan which takes into account the priorities detailed above for presentation to the next meeting of the Board.

7. HOUSING AND PLANNING BILL – CHALLENGES AND OPPORTUNITIES

Pat Hayes (Executive Director Regeneration & Housing, LB Ealing) presented a report on the implications of and response to the Housing and Planning Bill 2015 and other significant policy changes.

The Board were informed that house prices and housing supply were likely to have a significant impact on the economy of the West London sub-region. Land availability, the cost of temporary accommodation, housing residents on the housing waiting list and

providing new stock were identified as key strategic issues. The Board identified possible solutions as pooling right-to-buy receipts to invest in housing stock, considering the re-designation of strategic employment land for housing, and investing in housing stock outside of London to meet boroughs housing obligations.

The Board agreed that there was potential for collective investments to be made in affordable rental accommodation for key workers, the income from which could be used to fund building programmes.

RESOLVED that the West London Economic Prosperity Board instructs the West London Growth Directors and the West London Alliance Director to develop a report for the next meeting of the Board to:

- 1. Share current practice in the West London boroughs relating to housing receipts and investment in housing stock**
- 2. Develop detailed options for individual interventions from the potential solutions detailed above**
- 3. Consider the implications and options of pooling housing receipts on a sub-regional or London-wide basis for reinvestment in housing stock**

8. EMPLOYMENT AND SKILLS DEVOLUTION IN WEST LONDON

Andrew Travers (Chief Executive, LB Barnet) presented a report on jointly designing the future skills and employment support offer in West London. The Board noted that the adult's skills budget would be devolved in 2018 and would be commissioned jointly by West London boroughs via the West London Alliance. The replacement for the DWP Work Programme would be devolved earlier and £25 million would be available across London.

The Board were advised that changes affecting the DWP estate at a borough level may provide an opportunity for the co-location of services, or provide development land for housing or schools.

The Board noted that the administration of employment and skills schemes would be devolved to the GLA and London Councils. Post-devolution teams would need to work collaboratively on a sub-regional basis.

Board Members agreed that a business plan needed to be developed covering Job Centre Plus, employment support and Universal Credit which set out detailed objectives and challenged the government to be ambitious. It was suggested that skills devolution be discussed with the candidates for London Mayor.

RESOLVED that the West London Economic Prosperity Board:

- 1. Welcomes progress in developing a devolution package for skills and employment, and acknowledges that greater influence over the commissioning of these services could bring benefits for West London residents and businesses.**

2. **Requests the Barnet Chief Executive, Barnet Growth Director and West London Alliance Director, supported by all West London Alliance Growth Directors, oversee the design and commissioning of the Work and Health Programme and the move towards local hubs, while representing West London in the negotiation team to push for sustainable funding and joint-governance arrangements.**
3. **Requests West London Chief Executives and Growth Directors to develop and agree a resourcing plan for devolution of skills and employment commissioning taking account of the emerging requirements from the pan-London discussions and that a joint letter from the West London Leaders be sent to the DWP outlining their sub-regional ambitions.**
4. **Requests that West London (through the West London Alliance Director and Growth Directors) engages DWP strategically at a national, London and sub-regional level to ensure that co-location is taken as an opportunity to deliver more integrated services.**
5. **Requests that the Head of Employment and Skills and Partnerships and Innovation Manager at LB Brent investigate councils' responsibilities within an 'integrated front door'.**

9. POST-16 EDUCATION AND TRAINING AREA REVIEWS

Andrew Travers (Chief Executive of LB Barnet) presented a report which updated the Board on the outcome of discussions which had taken place with stakeholders since the November 2015 meeting on post-16 education and skills provision. It was noted that West London would be the first sub-regional area review. The Board were advised that the Chief Executive of Heathrow airport had offered for the Heathrow HR Director to take part in the review.

It was noted that skills intelligence data was starting to be collated and the data required analysis. Whilst 54,000 jobs had been created in the sub-region, the working age population was growing at a slower rate than predicated. It was reported that the five biggest employment sectors in the sub-region were retail, transport, administration, health / social care and scientific / technical. The Board emphasised the importance of re-focussing sectors towards high tech and knowledge based sectors such as professional services and scientific / technical and questioned how the area review could achieve that.

The West London Economic Prosperity Board:

1. **Agrees the outcomes detailed in section 2.4 of the report and delegates authority to the lead chief executive for skills and the lead director for skills in West London to seek to ensure these outcomes are reached and the interests and views of West London boroughs are fed into the review process in a timely and appropriate manner.**
2. **Agree that individual boroughs develop a statement on what they want to achieve from the Area Review and detail borough pressures and priorities for submission to the lead director for skills**

3. **Notes the timetable and membership of the West London Area Review Steering Groups.**

10. WEST LONDON ECONOMIC PROSPERITY BOARD FORWARD WORK PROGRAMME

The Board approve the Forward Work Programme and agreed that the following item be added:

11. **Business Plan for Skills and Devolution (June 2016)**

11. ANY OTHER BUSINESS

None.

12. DATE/VENUE OF NEXT MEETING

The Board noted the dates of the next meetings as follows:

- Wednesday, 8 June 2016, 9:30am-11:30am
- Wednesday, 21 September 2016, 9:30am-11:30am
- Wednesday, 7 December 2016, 9:30am-11:30am

The meeting finished at 3.35pm (having commenced at 2.10pm)

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

Functions and Procedure Rules

1. Purpose of the Joint Committee

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

2. Definitions

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

3. Functions

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

4. Membership

- 4.1 The membership will comprise of 5 members with each Participating Borough appointing one person to sit on the Joint Committee as a voting member.
- 4.2 Each Participating Borough will make a suitable appointment in accordance with its own constitutional requirements.
 - 4.2.1 Where a Participating Borough operates executive arrangements, then the appointment of a voting member of the West London EPB will be by the leaders of the executive or by the executive. It is anticipated that, where practicable, the leader of each such executive will be appointed to the West London EPB.
 - 4.2.2 Where a Participating Borough does not operate executive arrangements, the appointment of a voting member of the West London EPB will be in accordance with the Borough's own procedures. It is envisaged that this will usually be one of its senior councillors.
- 4.3 In all cases, the appointed person must be an elected member of the council of the appointing Participating Borough. Appointments will be made for a maximum period not extending beyond each member's remaining term of office as a councillor, and their membership of the Joint Committee will automatically cease if they cease to be an elected member of the appointing Participating Borough.
- 4.4 Members of the Joint Committee are governed by the provisions of their own Council's Codes and Protocols including the Code of Conduct for Members and the rules on Disclosable Pecuniary Interests.
- 4.5 Each Participating Borough will utilise existing mechanisms for substitution as laid down in their own Standing Orders. Continuity of attendance is encouraged.
- 4.6 Where a Participating Borough wishes to withdraw from membership of the Joint Committee this must be indicated in writing to each of the committee members. A six month notice period must be provided.
- 4.7 When a new borough wishes to become a Participating Borough then this may be achieved if agreed by a unanimous vote of all the existing Participating Boroughs.

5. Chair and Vice-Chair

- 5.1 The Chair of the Joint Committee will be appointed for 12 months, and will rotate amongst the Participating Boroughs.
- 5.2 Unless otherwise unanimously agreed by the Joint Committee, each Participating Borough's appointed person will serve as chair for 12 months at a time. Where the incumbent Chair ceases to be a member of the Joint Committee, the individual appointed by the relevant borough as a replacement will serve as Chair for the remainder of the 12 months as chair.

- 5.3 The Joint Committee will also appoint a Vice-Chair from within its membership on an annual basis to preside in the absence of the Chairman. This appointment will also rotate in a similar manner to the Chair.
- 5.4 At its first meeting, the Committee will draw up the rotas for Chair and Vice-Chair respectively.
- 5.5 Where neither the Chair nor Vice-Chair are in attendance, the Joint Committee will appoint a Chair to preside over the meeting.
- 5.6 In the event of any disagreement as the meaning or application of these Rules, the decision of the Chair shall be final.

6. Sub-Committees

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

7. Delegation to officers

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

8. Administration

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

9. Financial matters

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

10. Agenda management

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

11. Meetings

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

12. Notice of meetings

- 12.1 On behalf of the Joint Committee, a clerk will give notice to the public of the time and place of any meeting in accordance with the Access to Information requirements.

12.2 At least five clear working days in advance of a meeting a clerk to the Joint Committee will publish the agenda via the website of clerk's authority and provide the documentation and website link to the Participating Boroughs to enable the information to be published on each Participating Borough's website. "Five Clear Days" does not include weekends or national holidays and excludes both the day of the meeting and the day on which the meeting is called.

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

13. Public participation

13.1 Unless considering information classified as 'exempt' or 'confidential' under Access to Information Legislation, all meetings of the Joint Committee shall be held in public.

13.2 Public representations and questions are permitted at meetings of the Joint Committee. Notification must be given in advance of the meeting indicating by 12 noon on the last working day before the meeting the matter to be raised and the agenda item to which it relates. Representatives will be provided with a maximum of 3 minutes to address the Joint Committee.

13.3 The maximum number of speakers allowed per agenda item is 6.

13.4 Where the number of public representations exceed the time / number allowed, a written response will be provided or the representation deferred to the next meeting of the Joint Committee if appropriate.

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

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

14. Member participation

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

15. Business to be transacted

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

- Apologies for absence
- Declarations of Interest

- Minutes of the Last Meeting
- Provision for public participation
- Substantive items for consideration

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

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

- (i) A copy of the agenda included the item (or a copy of the item) is open to inspection by the public for at least five clear days before the meeting; or
- (ii) By reason of special circumstances which shall be specified in the minutes the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

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

16. Extraordinary meetings

16.1 Arrangements may be made following consultation with Chair of the Joint Committee to call an extraordinary meeting of the Joint Committee. The Chair should inform the appointed Members prior to taking a decision to convene an extraordinary meeting.

16.2 The business of an extraordinary meeting shall be only that specified on the agenda.

17. Cancellation of meetings

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

18. Rules of debate

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

19.. Request for determination of business

19.1 Any member of the Joint Committee may request at any time that:

- The Joint Committee move to vote upon the current item of consideration.
- The item be deferred to the next meeting.

- The item be referred back to a meeting of the Chief Executives of the Participating Boroughs for further consideration
- The meeting be adjourned.

19.2 The Joint Committee will then vote on the request.

20. Urgency procedure

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

21. Voting

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

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

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

21.4 Any two members can request that a recorded vote be taken.

21.5 Where, immediately after a vote is taken at a meeting, if any Member so requests, there shall be recorded in the minutes of the proceedings of that meeting whether the person cast his / her vote for or against the matter or whether he/ she abstained from voting.

22. Minutes

22.1 At the next suitable meeting of the Joint Committee, the Chairman will move a motion that the minutes of the previous meeting be agreed as a correct record. The meeting may only consider the accuracy of the minutes and cannot change or vary decisions taken at a previous meeting as a matter arising out of the minutes.

22.2 Once agreed, the Chairman will sign them.

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

23. Exclusion of Public and Press

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

24. Overview and Scrutiny

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

25. Access to minutes and papers after the meeting

- 25.1 On behalf of the Joint Committee, a clerk will make available copies of the following for six years after the meeting:
- (i) the minutes of the meeting and records of decisions taken, together with reasons, for all meetings of the Joint Committee, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information.

- (ii) the agenda for the meeting; and
- (iii) reports relating to items when the meeting was open to the public.

26. Amendment of these Rules

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

27. Background Papers

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

Special Representatives

The 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 Institutes	Mark Gray Pro Vice Chancellor and Director of Knowledge Transfer, Middlesex University
Further Education	West London College Chairs and Principals nominee
Business (large)	John Holland-Kaye Chief Officer Executive of Heathrow & Heathrow Finance PLC
Business Support	Chair of West London Business
Business (small/medium-sized)	Rahul Gokhale Chair of Park Royal Business Group & Board Member of OPDC
Voluntary & Community Sector	Andy Roper Lead Officer for West London Network
DWP/JCP	Jo Kerrison District Manager West London JCP
Health	Clare Parker Accountable Officer for Central London, West London, Hammersmith & Fulham, Hounslow and Ealing (CWHHE) Clinical Commissioning Groups
Greater London Authority	Sir Edward Lister – Deputy Mayor of London for Policy and Planning and Chief operating Officer

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West London Economic Prosperity Board

8 June 2016

Title	Old Oak and Park Royal Development Corporation – Presentation
Presentation by	Victoria Hill, Chief Executive, Old Oak and Park Royal Development Corporation
Status	Public
Urgent	No
Enclosures	Appendix 1: OPDC Presentation
Officer Contact Details	Andrew Charlwood, Head of Governance, LB Barnet, 020 8359 2014, andrew.charlwood@barnet.gov.uk

Summary

Attached at Appendix 1 is a presentation to the Board which will be delivered by the Chief Executive of the Old Oak and Park Royal Development Corporation

Recommendation

The Board consider the presentation and make appropriate comments and / or recommendations

1. WHY THIS REPORT IS NEEDED

- 1.1 The Old Oak Common and Park Royal Development Corporation (OPDC) is responsible for developing a new centre and community in West London. OPDC are using the investment infrastructure projects HS2 and Crossrail to regenerate a development area which includes Old Oak Common, Wormwood Scrubs, North Acton and Park Royal. The OPDC aims to create a new transport interchange, provide new housing and commercial development, and protect and improve Wormwood Scrubs.

- 1.2 The OPDC is a Mayoral Development Corporation which has devolved planning powers. The Corporation is a functional body of the Greater London Authority. As a Mayoral Development Corporation OPDC are directly accountable to Londoners via an independent board. The Corporation also has a Planning Committee.
- 1.3 The OPDC works with the Mayor of London, GLA, TfL, central government, local businesses and residents. The Corporation also has partnerships with the London Boroughs of Brent, Ealing and Hammersmith & Fulham.
- 1.4 The West London Economic Prosperity Board are requested to consider the presentation from the Chief Executive of the OPDC and make appropriate comments and/or recommendations.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To ensure that the Board have oversight and input into significant infrastructure projects taking place in the West London sub-region.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 Any recommendations made by the Board will be actioned by the appropriate officers from participating boroughs or the West London Alliance.

5. IMPLICATIONS OF DECISION

5.1 Priorities and Performance

- 5.1.1 N/A.

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

- 5.2.1 None in the context of this report.

5.3 Legal and Constitutional References

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

5.4 Risk Management

5.4.1 N/A.

5.5 Equalities and Diversity

5.5.1 N/A.

6. BACKGROUND PAPERS

6.1 Old Oak Common and Park Royal Development Corporation website:
<https://www.london.gov.uk/about-us/organisations-we-work/old-oak-and-park-royal-development-corporation-opdc>

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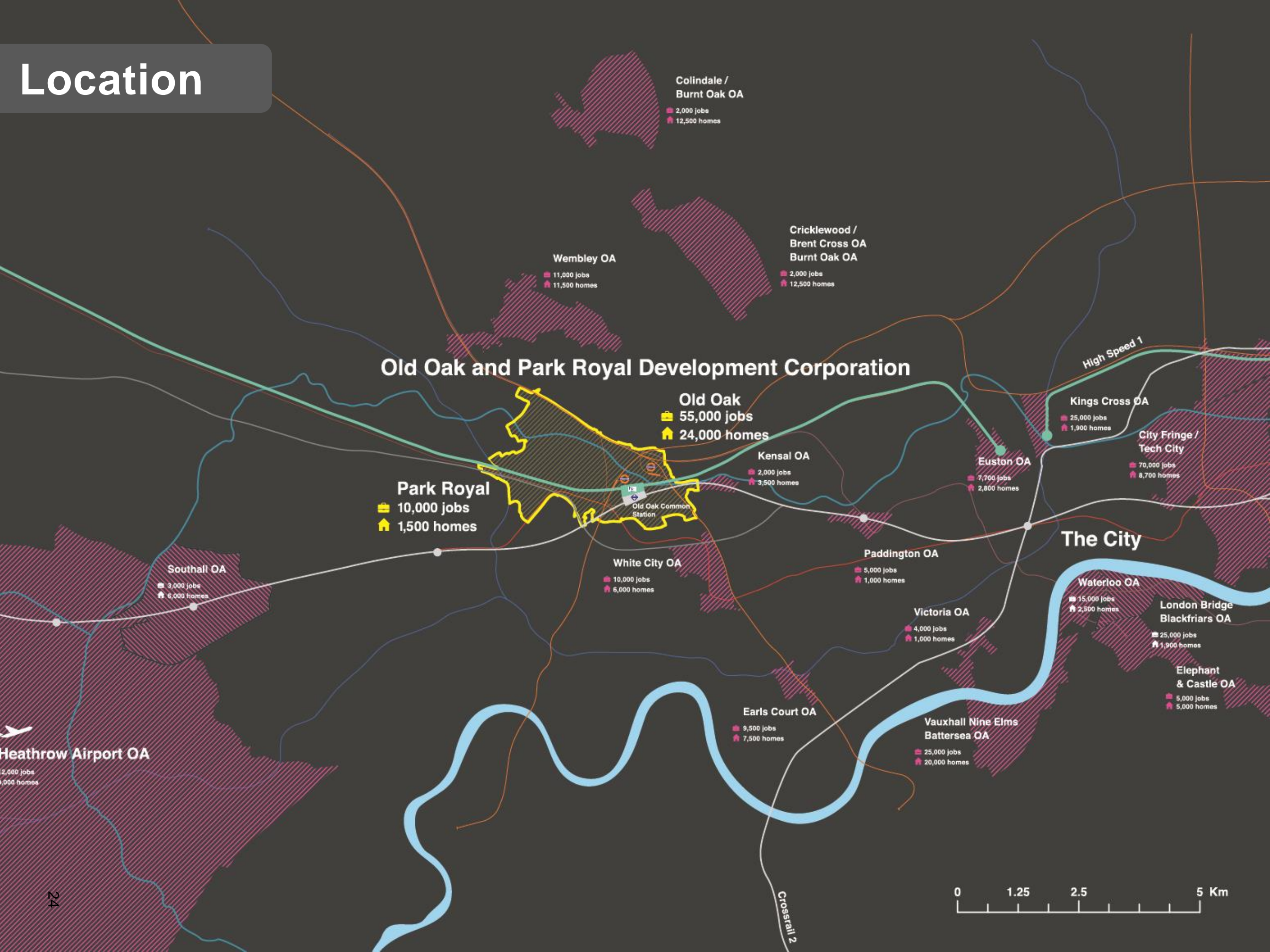
Regenerating Old Oak and Park Royal

**Victoria Hills
Chief Executive Officer**

West London Economic Prosperity Board
8 June 2016

MAYOR OF LONDON

Location



The Site



High Speed 2

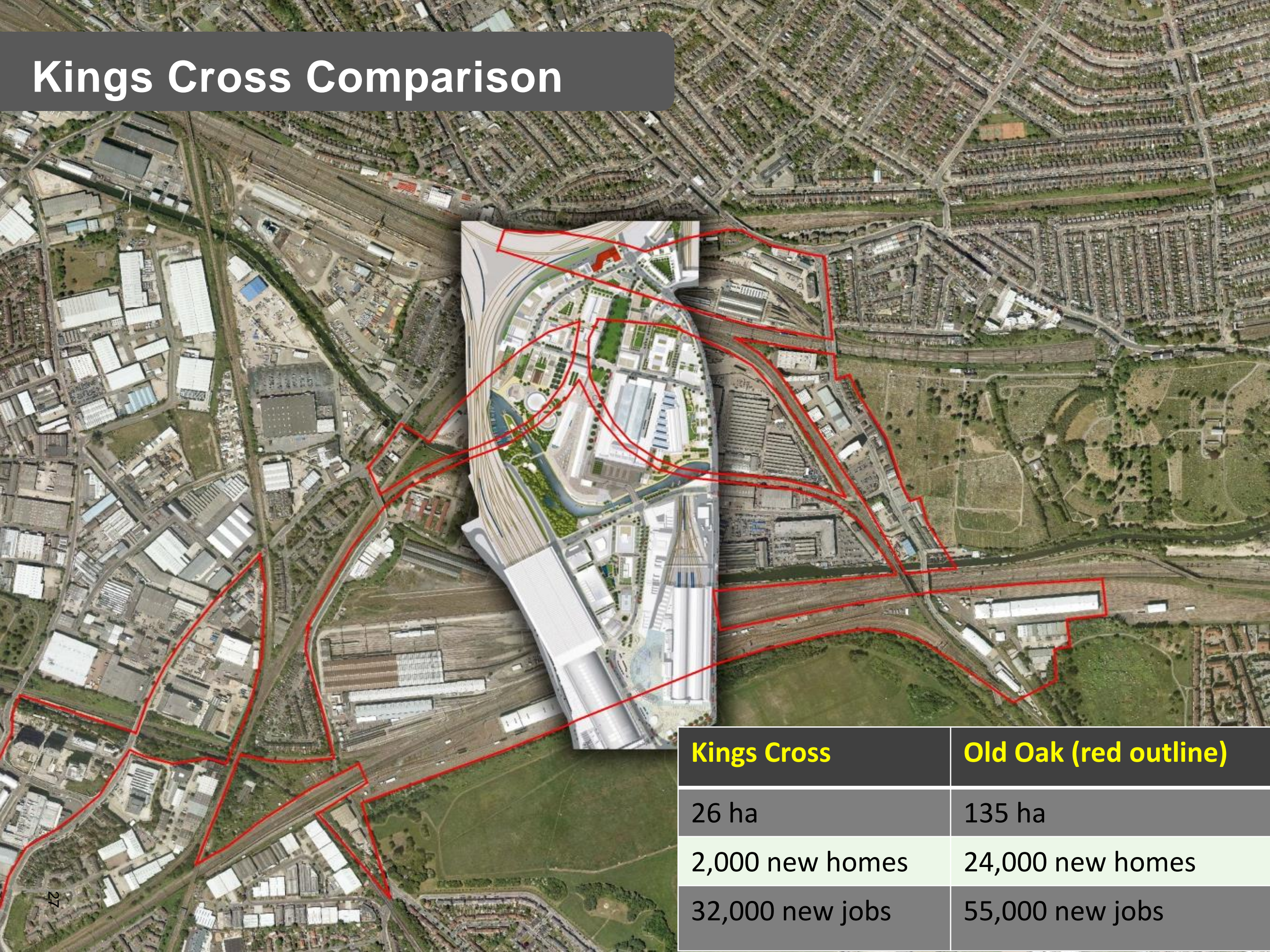
OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

- 2026 Old Oak station opens
- 250,000 passengers per day
- 90% the size of Waterloo station
- £1bn Government investment at Old Oak
- 5 new & improved stations
- 202 trains at peak across Old Oak
- 10 rail lines
- 8 min from central London
- 10 min from Heathrow
- 38 min from Birmingham



MAYOR OF LONDON

Kings Cross Comparison



Kings Cross

26 ha

2,000 new homes

32,000 new jobs

Old Oak (red outline)

135 ha

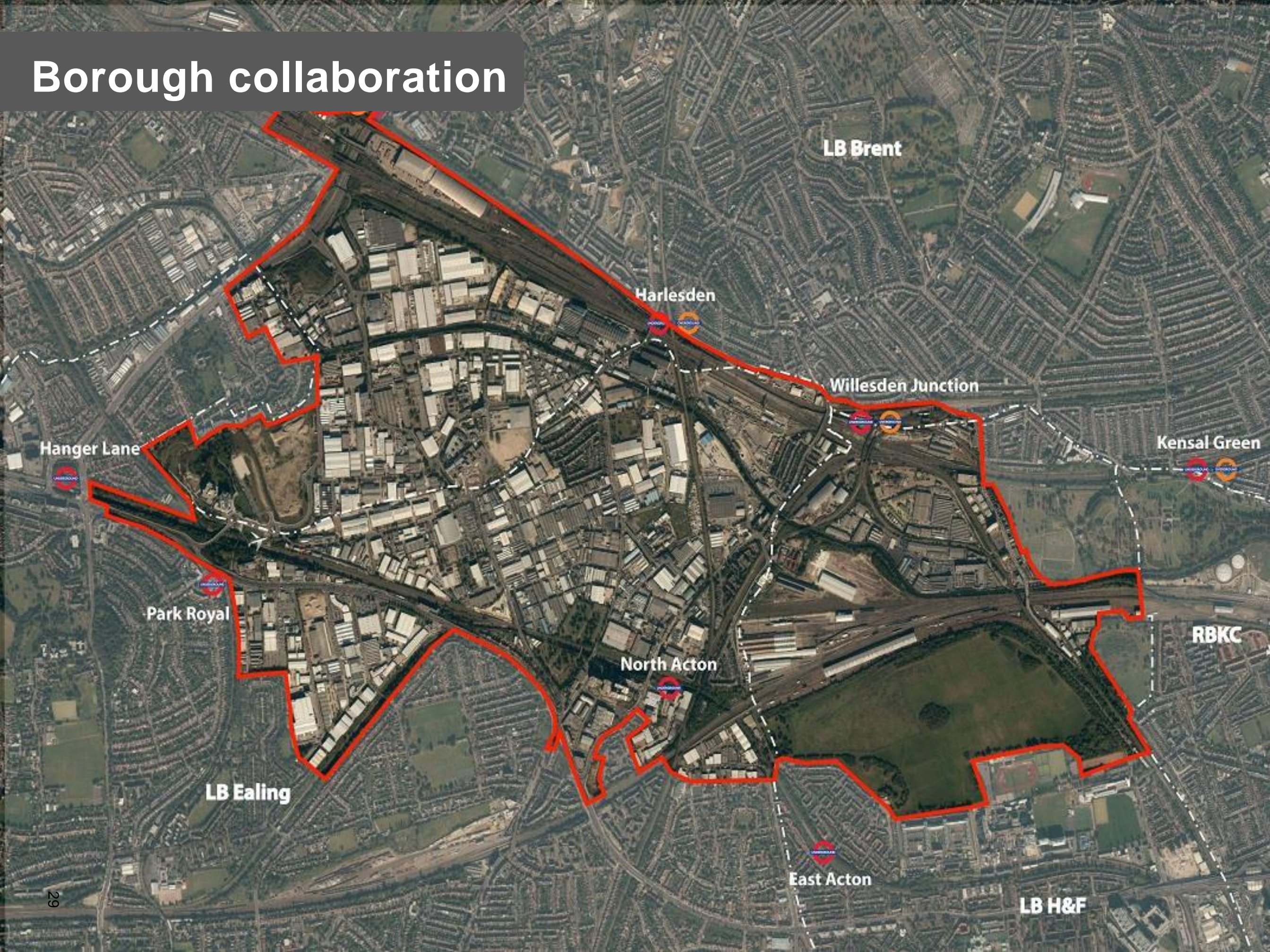
24,000 new homes

55,000 new jobs

Kings Cross



Borough collaboration



Landowners

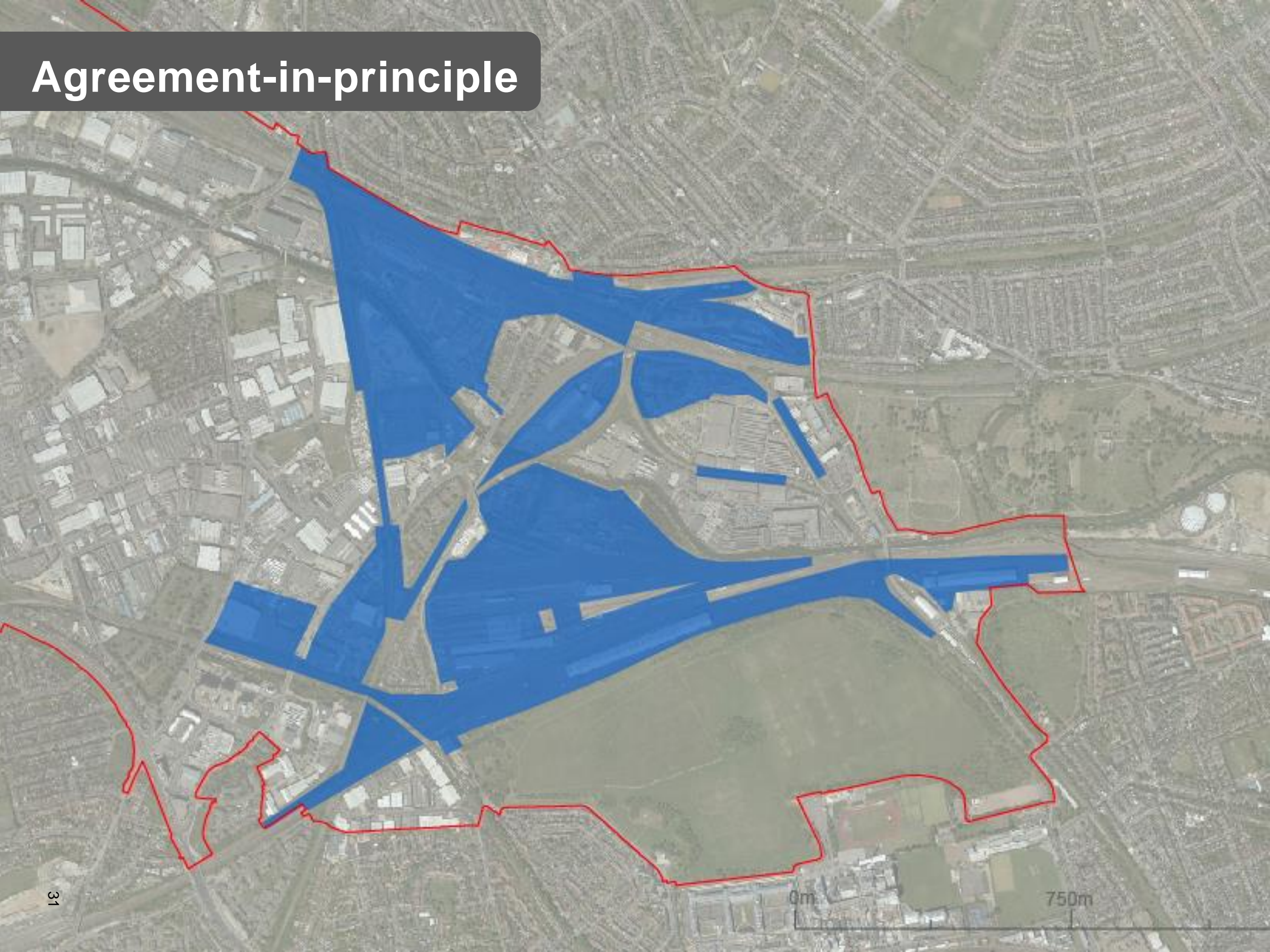
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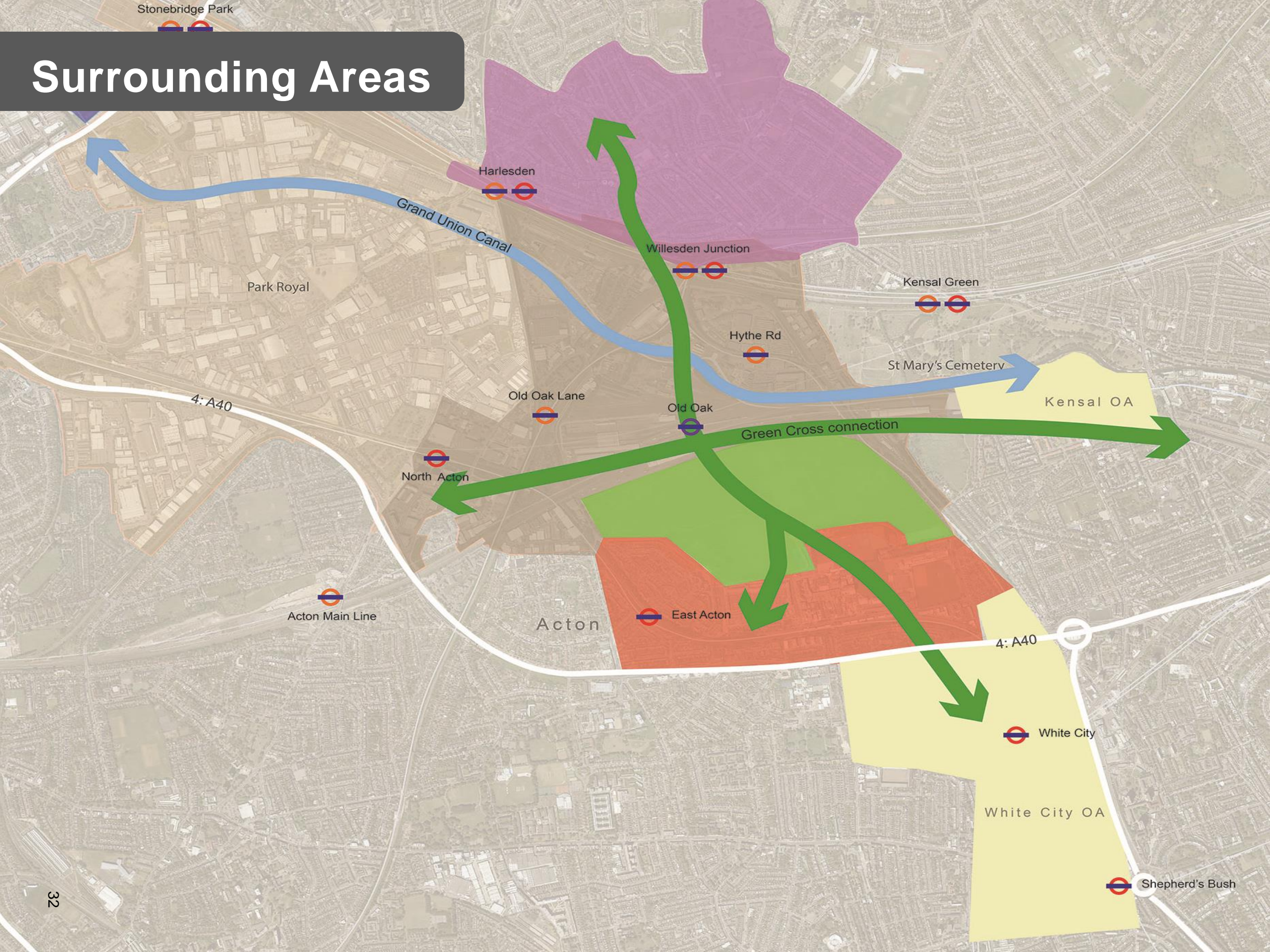
1km



Agreement-in-principle



Surrounding Areas



Old Oak Masterplan

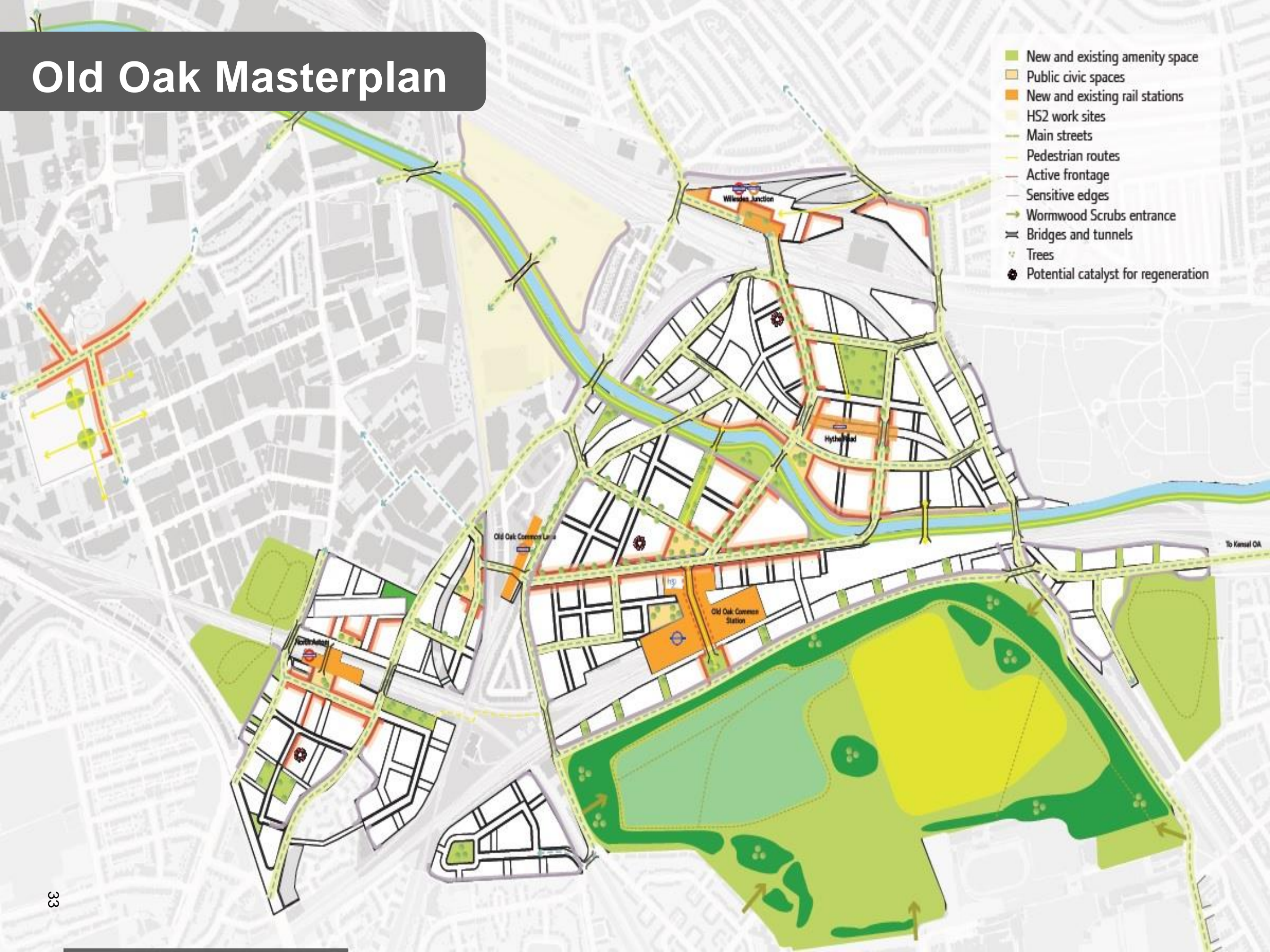
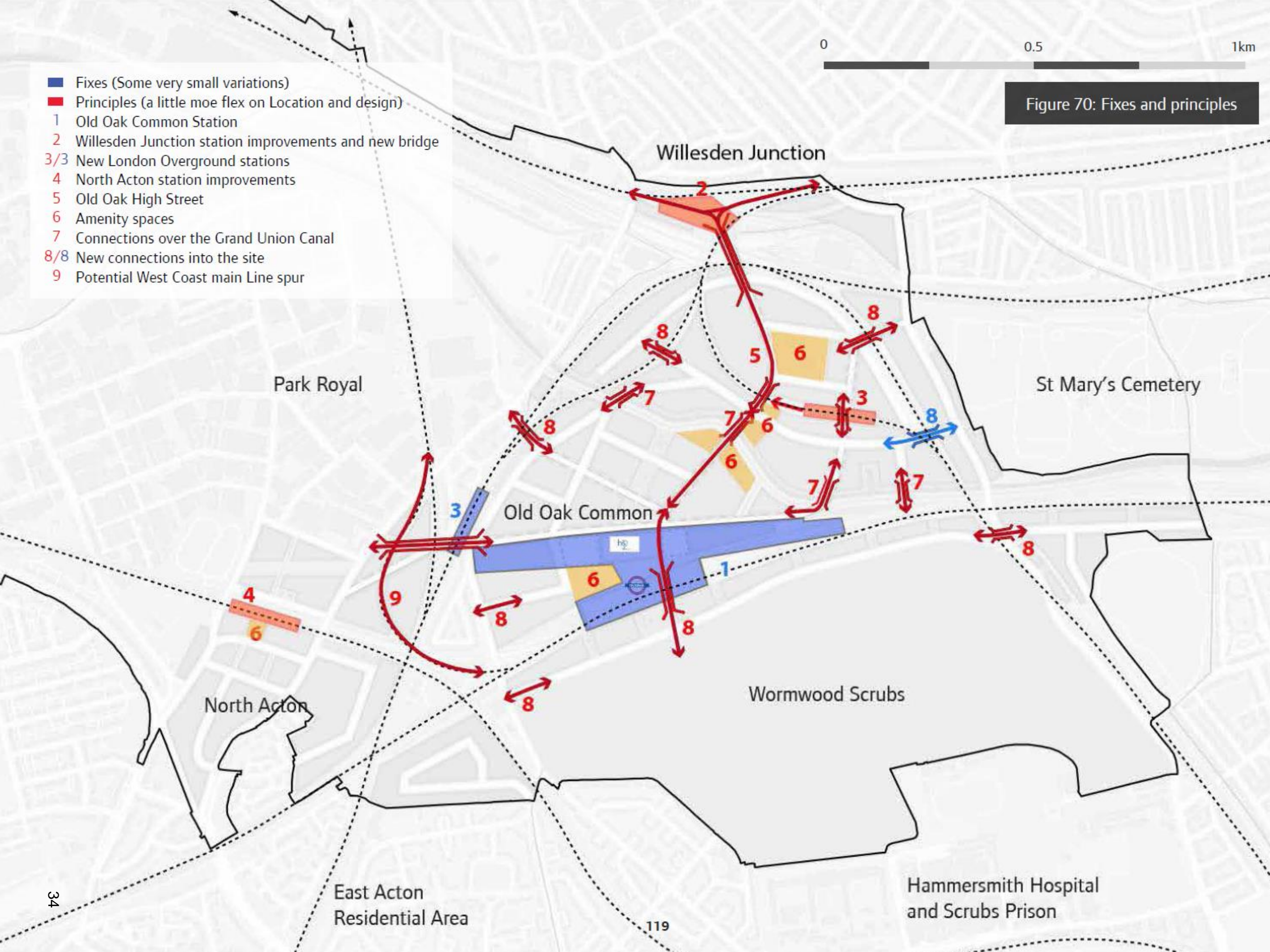


Figure 70: Fixes and principles

- Fixes (Some very small variations)
- Principles (a little more flex on Location and design)
- 1 Old Oak Common Station
- 2 Willesden Junction station improvements and new bridge
- 3/3 New London Overground stations
- 4 North Acton station improvements
- 5 Old Oak High Street
- 6 Amenity spaces
- 7 Connections over the Grand Union Canal
- 8/8 New connections into the site
- 9 Potential West Coast main Line spur



New Bridges and Connections



High Quality New Public Realm



New Homes



Utilising Grand Union Canal



Wormwood Scrubs



Jobs and workspaces



Old Oak today



Old Oak tomorrow



The regeneration of Old Oak and Park Royal could:

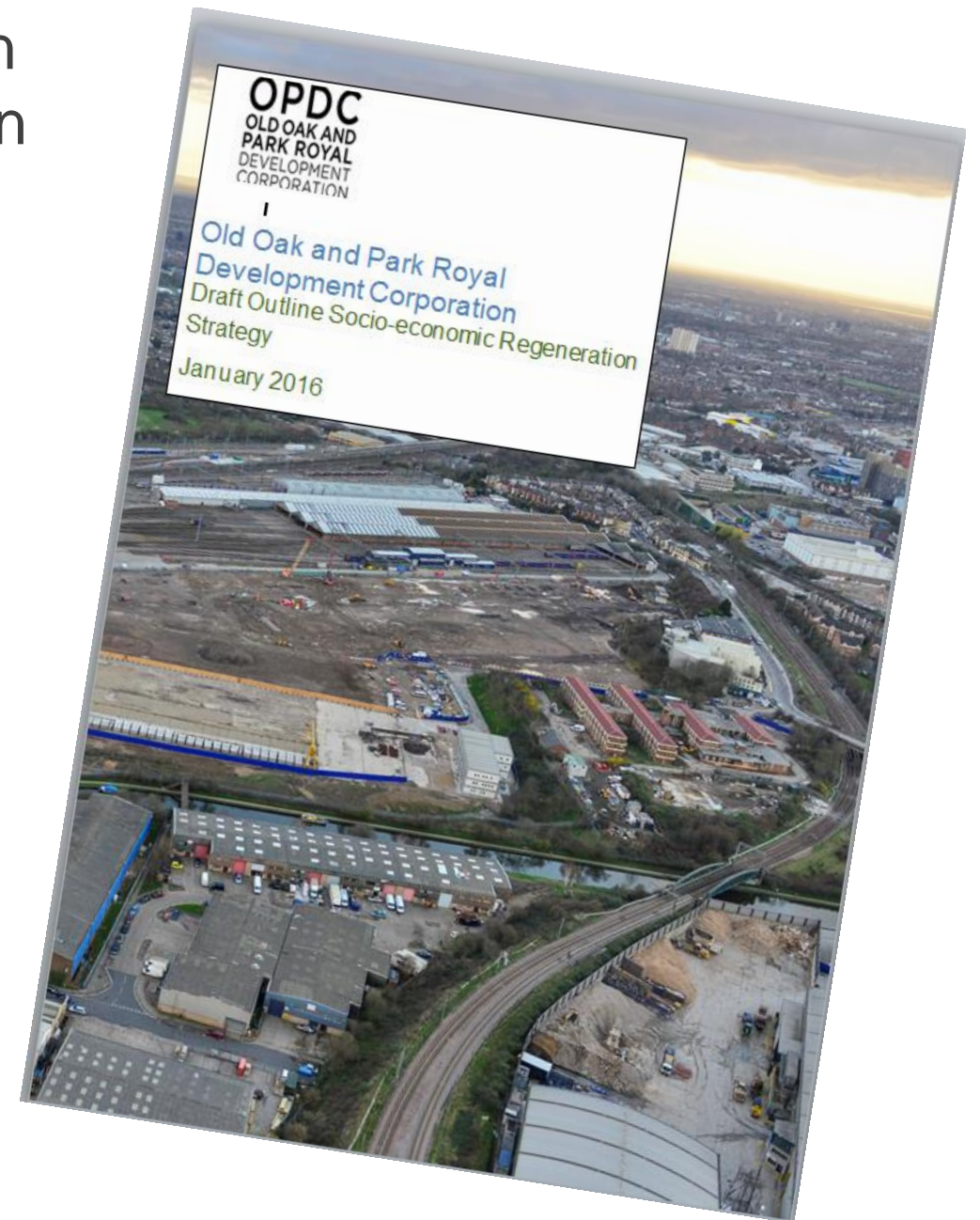
- Generate £7.1 billion of Gross Value Added
- Support 65,000 jobs – 55,000 in Old Oak and 10,000 in Park Royal
- Support a range of new businesses through developing flexible open workspace
- Create innovative commercial hubs for future growth sectors
- Contribute to creating skills for Londoners to access jobs – through apprenticeships, construction jobs and end use developments
- Inspire young people to access new opportunities
- Support and develop a robust supply chain for SMEs
- Create the right infrastructure (physical and digital) for businesses to thrive

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Progress to date

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- ✓ Draft Outline Socio-economic Regeneration Strategy – approved by the OPDC Board in January 2016
- ✓ New Regeneration Team recruited
- ✓ Socio-economic baseline study of the OPDC and Park Royal
- ✓ Gathering evidence and best practice through studies and reports
- ✓ Delivering early priority projects in particular in Park Royal industrial estate



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Park Royal Vision



“Park Royal will continue to grow, evolve and intensify to accommodate 10,000 additional jobs and to strengthen its position as a global leading location for industrial and economic innovation that actively supports London’s economy.”

Section 4.78 of the draft Local Plan

MAYOR OF LONDON

How we **protect, strengthen** and **intensify** Park Royal:

Planning Policy

Implementing the LOCAL PLAN

Identifying the key policy building blocks, including making an order to apply for Article 4 direction, that will allow Park Royal to grow, evolve and intensify to accommodate 10,000 additional jobs and to strengthen its position as a global leading location for industrial and economic innovation that actively supports London's economy.

Socio-economic Regeneration Strategy

AIM: *To deliver sustainable economic growth, attract investment, and develop infrastructure and partnerships to transform Old Oak and Park Royal into a successful place that provides new jobs and opportunities for the benefit of local people and businesses, and the London and UK economies.*

Establishing EARLY PRIORITIES

Identifying and executing early tactical projects. Park Royal faces several major structural issues, we do not need to wait for the completion of the Business Plan to start.

Developing a BUSINESS PLAN

Developing a 30 year vision for the Park Royal Industrial Estate and a strategic framework to deliver that vision.

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Early Priorities



CLEAN STREETS

Project to address fly-tipping on the estate: working with the three boroughs and private landowners to bring the current estate up to standard and then agree a maintenance schedule going forward.

Started: March 2016 **Completion:** August 2016

Next steps: On-going monitoring

WORKFORCE SKILLS

Jointly commissioned with Hyde Housing Group and London Borough of Brent, a Park Royal workforce skills study to understand their current and future workforce needs. This study will inform a piece of work to enable businesses to recruit a local labour force with the appropriate skills.

Started: February 2016 **Completion:**
June 2016

Next steps: Inform the EDUCATION & SKILLS work from the Board approved Outline Socio-economic Regen Strategy

TRANSPORT

Creating a programme of work to improve transport in and around Park Royal. Working with local business stakeholders to identify a list of their top ten initiatives and using that information to inform project selection.

Started: March 2016 **Completion:** Project specific

Next steps: Coordination of the resources and funding to deliver the intervention projects

SUPPLY CHAIN

Scoping a project to provide a mechanism for local businesses across the three boroughs to compete for contracts resulting from the regeneration at Old Oak. It will build on best practice from the CompeteFor electronic brokerage portal developed for the 2012 Games and other local supply chain initiatives.

Started: March 2016 **Completion:** TBD

Next steps: Monitor and measure impact

Developing the Business Plan

OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION

EVIDENCE BASE



ENGAGEMENT

- OPDC's Local Plan
- Park Royal Atlas
- Industrial Land Review
- Park Royal Transport Strategy

- Industrial Estates Study
- Workforce Skills Analysis
- Future Growth Sectors
- Open Workspaces
- Heritage and Culture Study

- Local business owners and employees
- SEGRO and other land owners
- WLB/PRBG including OPDC
Board Champion: Rahul Gokale
- Brent, Ealing, Hammersmith & Fulham
- GLA

BUSINESS PLAN

Governance:

- Park Royal Advisory Group

MAYOR OF LONDON

Our priorities:

- Strengthening our evidence base: Regeneration Funding Opportunities, Future Growth Sectors, Park Royal Skills and Industrial Parks studies
- Developing the full Socio-economic Regeneration Strategy
- Park Royal Business Plan

Early priority projects:

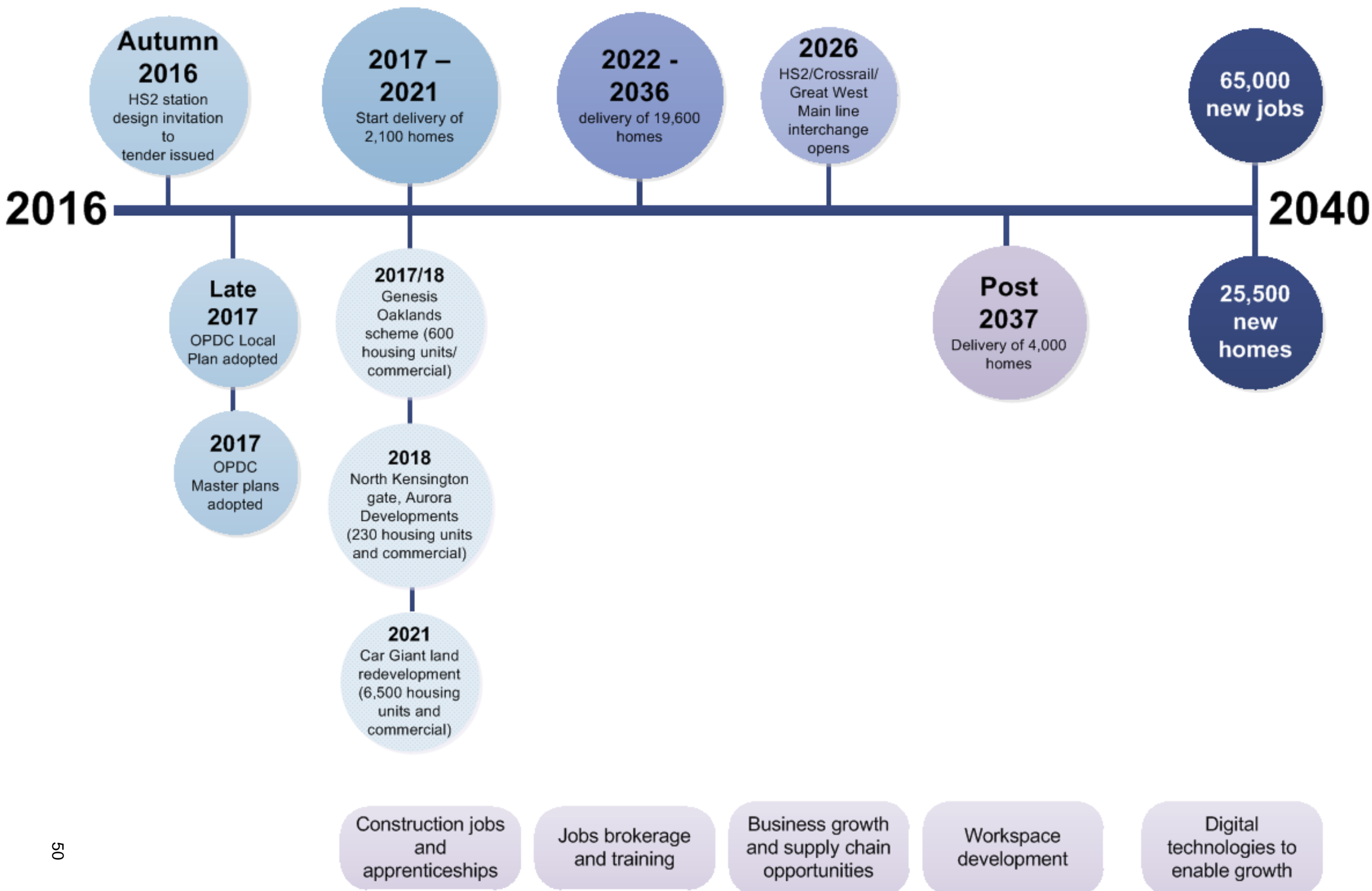
- Innovation Hubs
- Inspiring Future Talent Pipeline
- Skills and apprenticeships

Once development opportunities come on line:

- Jobs, skills and apprenticeship brokerage – construction and end use jobs
- Supply Chain

MAYOR OF LONDON

The future



Learning from others





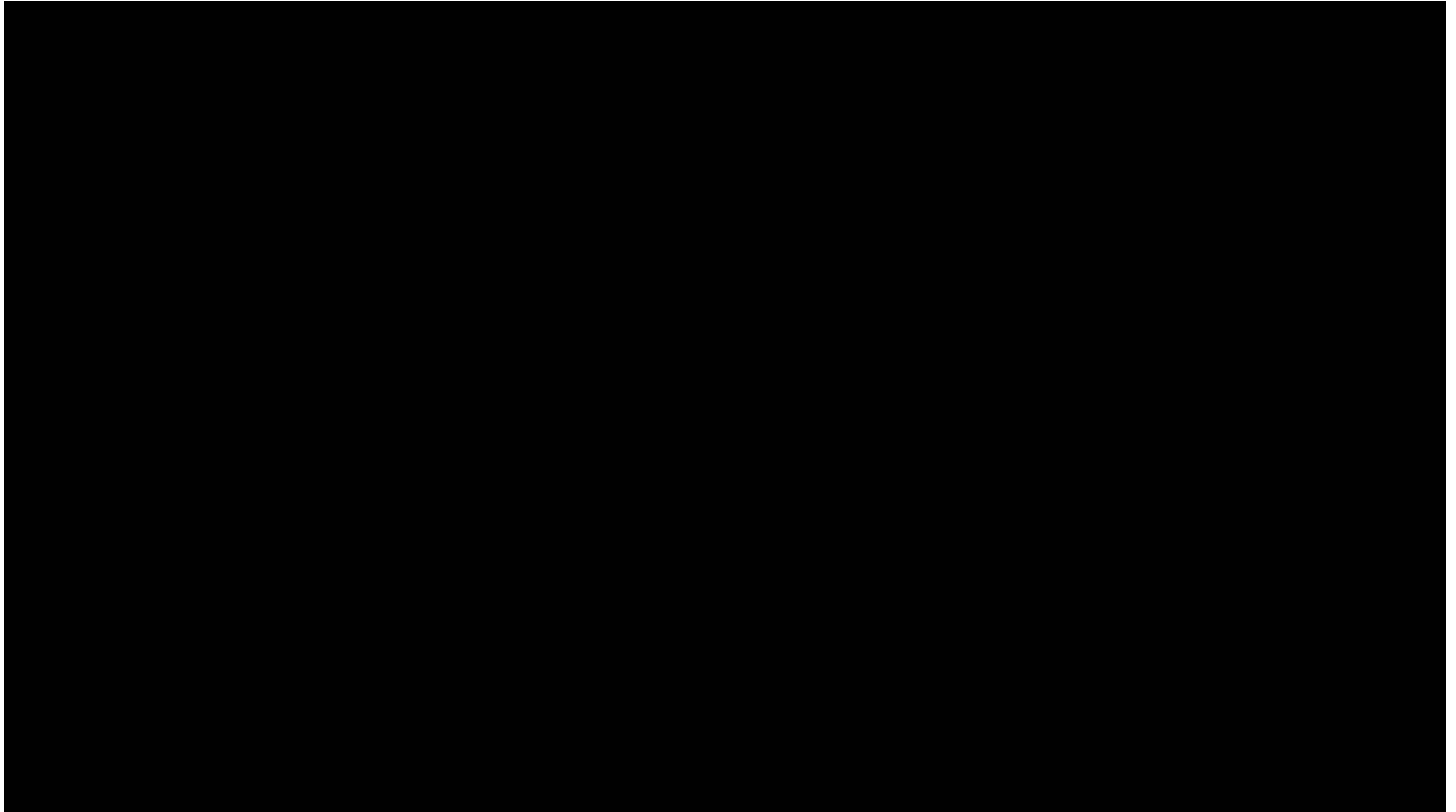




OPDC
OLD OAK AND
PARK ROYAL
DEVELOPMENT
CORPORATION



MAYOR OF LONDON





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West London Economic Prosperity Board

8 June 2016

Title	West London Vision for Growth: Action Plan
Report of	Luke Ward, Interim Head of Growth, Employment and Skills, West London Alliance
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – West London Vision for Growth Appendix 2 – Vision for Growth Action Plan
Officer Contact Details	Luke Ward, Interim Head of Growth, Employment and Skills, E: wardlu@ealing.gov.uk , T: 07738 802 929

Summary

This paper sets out an action plan for delivering the West London Vision for Growth, which was requested by the Economic Prosperity Board at its meeting on 17 February 2016 and has subsequently been developed by Growth Directors with input from Chief Executives. If approved by the WLEPB this action plan will proceed to delivery, with different strands of activity within it e.g. Work and Health or Business Rates devolution, reporting back to the WLEPB individually, and an Annual Report covering overall progress once per year in the future.

Recommendations

The Board is requested to:

1. Review the West London Vision for Growth Action Plan as set out in Appendix 2 and make comments and amendments
2. Approve the Action Plan set out in Appendix 2 and delegate authority to the West London Growth Director to incorporate any comments and amendments as referred to in 1. above

3. Agree for the Action Plan to be published on the West London Alliance website and for the Board to receive a regular annual report setting out progress delivering it.

1. WHY THIS REPORT IS NEEDED

- 1.1 The purpose of this paper is to set out an action plan for delivering the West London Vision for Growth, which was requested by the West London Economic Prosperity Board (WLEPB) on 17 February 2016. A broad framework for this action plan was agreed at the Leaders and Chief Executives Board on 22 March 2016, and subsequently discussed and steered by Growth Directors on 21 April 2016 and chief executives on 3 May 2016.
- 1.2 Delivery of the Vision for Growth has to date focused on a number of priority areas, including Employment and Skills, the Post-16 Education and Training Review, and Welfare Reforms. With the Economic Prosperity Board established now is an opportune time for the sub-region to turn its attention to other elements of the vision that are essential components of economic growth, including business and productivity growth, housing, business rates devolution, infrastructure and inward investment, in addition to employment and skills.

2. PRINCIPLES FOR DRIVING GROWTH SUB-REGIONALLY

- 2.1 Given the work that is already happening at both the borough level and pan-London levels (e.g. Skills Devolution, elements of housing) a set of principles for identifying priority areas of work for the West London area have already been identified by Leaders. These are:
- **Subsidiarity:** Sub-regional activity occurs where it either wouldn't otherwise happen or would be less efficient if undertaken at the national, regional or borough levels.
 - **Additionality:** Activity occurs and is prioritised where action produces the greatest economic impact for the least resources.
 - **Accountability:** Sub-regional activity has clearly defined objectives and outputs, is resourced, and has clear ownership.
- 2.2 Activity undertaken at the sub-regional level should also be deliverable, evidence-based, and focus on agreed outcomes.

3. ACTION PLAN

- 3.1 The summary table that Leaders and Chief Executives discussed on 22 March has been significantly developed and refined with input from West London Growth Directors to produce the action plan in Appendix 2, which is divided

into four distinct categories against which different strands of work have been allocated:

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

- 3.2 For each of these groups activity is divided into short, medium and longer-term opportunities that set strategic goals alongside shorter-term, deliverable outputs. The content of the action plan was discussed by Chief Executives on 3 May 2016 and by Growth Directors on 21 April 2016. The action plan also reflects the outcome of a prioritisation exercise that was undertaken by Growth Directors at the request of Chief Executives identifying the activities in the plan that they consider to be of highest priority.

4. DELIVERING THE ACTION PLAN

- 4.1 Should the WLEPB approve this action plan then, subject to comments, it will progress to delivery stage, with detailed plans embedded into the wider WLA work programme and those of WLA member authorities.
- 4.2 Consideration also needs to be given to how the action plan that Leaders have requested will be implemented, for example:
1. Director / borough-level leadership of different activities within the action plan
 2. Resources necessary to deliver activity beyond the core WLA team, e.g. within boroughs and other partners and through external/devolved funding or secondments
 3. Project budgets to deliver for example research projects relating to Business Rates devolution or Area Review.
- 4.3 Resourcing considerations are set out in more detail in section 8.2 of this report (below) and in section 8 of Appendix 2.

4. REASONS FOR RECOMMENDATIONS

- 4.1 At its meeting on 17 February 2016 the WLEPB requested the West London Growth Directors develop an action plan for delivering the Vision for Growth to return to its meeting on 8 June 2016. This action plan reflects that request.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 The Vision for Growth was agreed by West London Leaders in late 2014, and to date there has been more emphasis on some parts of it than others, with focus predominantly on the delivery of a number of skills and employment programmes such as the Area Review of Further Education and the Work and

Health programme, and less on wider agendas of relevance to sub-regional growth such as Business Rates Devolution, housing, or infrastructure.

6. POST DECISION IMPLEMENTATION

- 6.1 If approved by the WLEPB and subject to its comments this action plan will be published on the WLA website and proceed to delivery stage. Activity outlined within the action plan will be embedded across WLA work areas and those of WLA member authorities along with appropriate programme support and resource to ensure delivery.
- 6.2 Progress against delivering the action plan will be reported to the WLEPB on an annual basis, with decisions relating to individual priorities or strands of work (e.g. Work and Health or Business Rates Devolution) returning to the Board as required.

7. IMPLICATIONS OF DECISION

7.1 Corporate Priorities and Performance

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

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

- 7.3 WLEPB are asked to note Section eight of appendix two setting out resourcing requirements associated with this action plan. It is anticipated that a significant element of work will happen within existing resources; however some additional resource will be required to deliver the overall programme, for instance in relation to policy agendas such as Area Review, Business Rates Devolution, or Infrastructure.

- 7.4 Where a specific requirement for additional resource is identified to fund a particular activity or project contained within the Vision for Growth action plan then this requirement will be brought back to a future Board for consideration on a case-by-case basis.

7.5 Social Value

- 7.5.1 This action plan supports the delivery of the objectives set out in the Vision for Growth, including the objective to support low-paid people in work and those without work to find it.

7.6 Legal and Constitutional References

- 7.7 The Board has its own functions and procedure rules as set out in the Constitutions of the relevant local authorities. These include representing the participating local authorities in discussions and negotiations with regional and

national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities, and representing the participating local authorities in discussion and negotiations in relation to pan-London matters relating to economic prosperity.

7.8 Risk Management

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

7.9 Equalities and Diversity

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

7.10 Consultation and Engagement

- 7.10.1 WLEPB considered an outline Vision for Growth action plan and requested more developed version on 17 February 2016. Growth Directors subsequently discussed and informed a draft action plan at their meeting on 21 April 2016. Chief Executives discussed a more developed draft action plan on 3 May 2016. Growth Directors prioritised elements of the action plan over the first part of April 2016.

5.8 Insight

- 5.8.1 The content of the Vision for Growth Action Plan draws on the evidence base for the West London Economy that was commissioned from Peter Brett Associates in 2015.

8. BACKGROUND PAPERS

- 8.1 None

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WESTLONDON



05

West London Vision

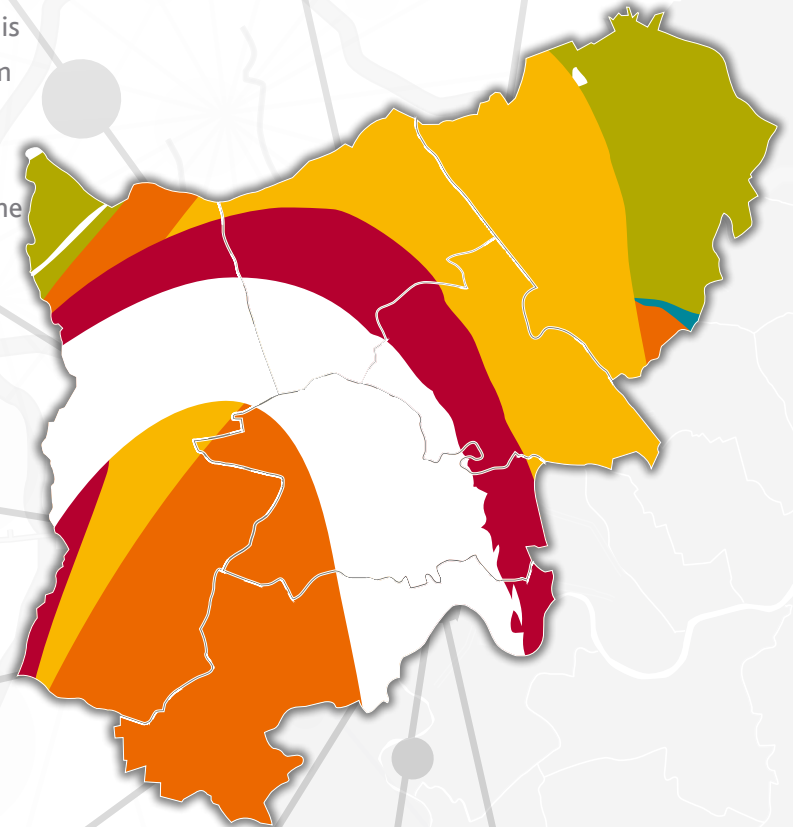
A dynamic contributor to a successful world city

Introduction

West London is thriving. Our growing, increasingly diverse and internationally connected population is now around 2 million and we produce GVA of around £35 billion. This would rank us as the UK's second most populous and productive city with a population the size of Birmingham, the City of Manchester and Leeds combined. London's status as the premier world city is set to be further enhanced and West London is ideally placed to be a key driver of this. We are home to many world-leading businesses, including Apple, Adobe, Diageo, McDonalds, Canon, GlaxoSmithKline, BSkyB and Unisys amongst many others. We have regionally-significant growth opportunity areas at Old Oak Common, Brent Cross, Colindale, Southall, White City, Hayes, Wembley and Park Royal, the largest industrial park in Europe. Heathrow is the

largest single employment site in the UK. Major infrastructure investment is taking place with Crossrail and tube upgrades, and HS2 is still to come. We have successful higher education institutions, including Imperial West and Brunel, producing world-class research and support to innovative and growing businesses. We have 80,000 small businesses and a highly entrepreneurial culture complemented by a combined public sector buying power of nearly £4bn. But we know that currently not everybody is able to share in the prosperity this brings, and that public service austerity and reform will continue to challenge us. We also know that economic success, together with concerted action to ensure all our residents can benefit from it, is the way we can meet that challenge.

Our vision is to be a thriving and prosperous part of a world city, with highly profitable businesses investing in West London with successful residents and resilient communities.



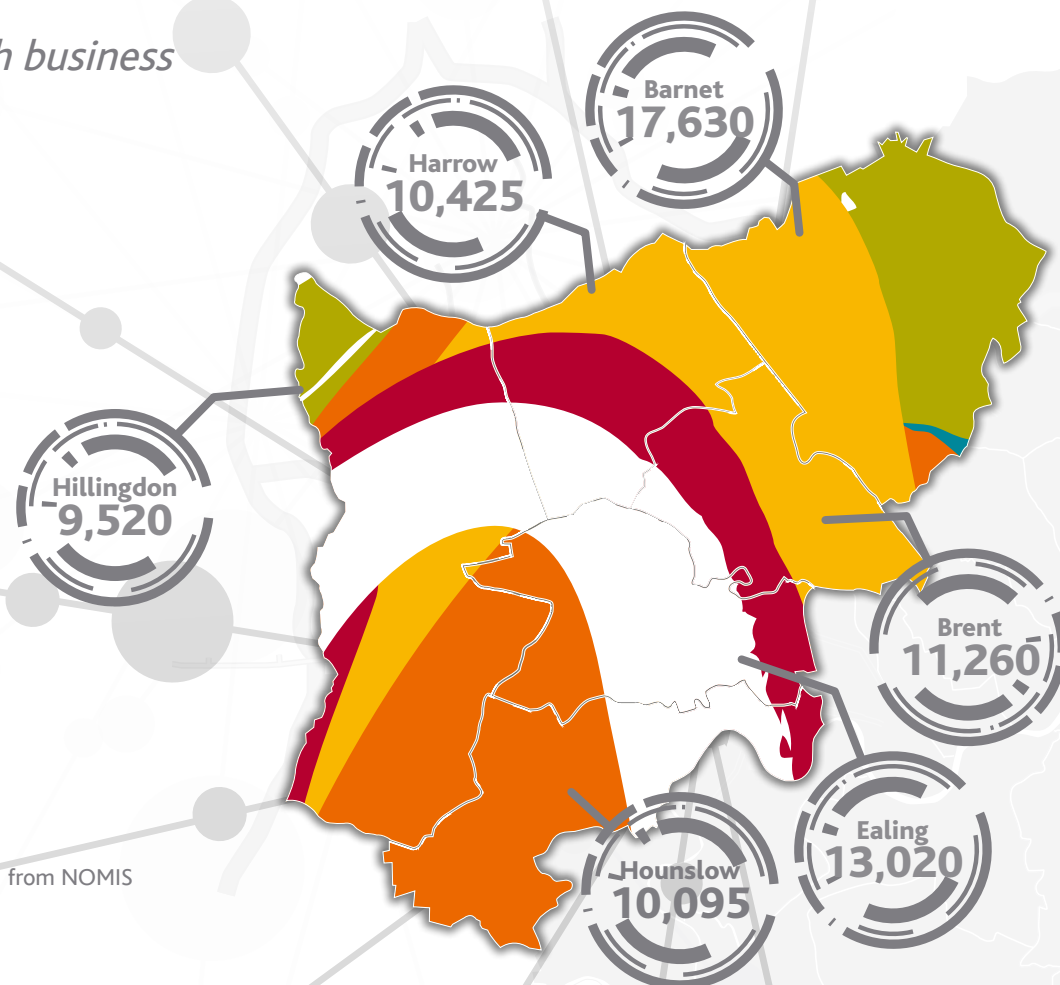
Business driving our growth partnership

The prosperity of West London will ultimately be driven by our businesses. For this reason, business and industry will guide the design and development of business support, skills and employment programmes. We will ensure that regeneration programmes meet current and future business needs.

We will ensure that where business and industry have to move to achieve major infrastructure improvements we will work with them so that they relocate to places where they can thrive and grow.

Our vision is to achieve a step change in partnership with business and industry to facilitate sustainable economic growth.

Total number of business units in each borough¹



¹ from NOMIS

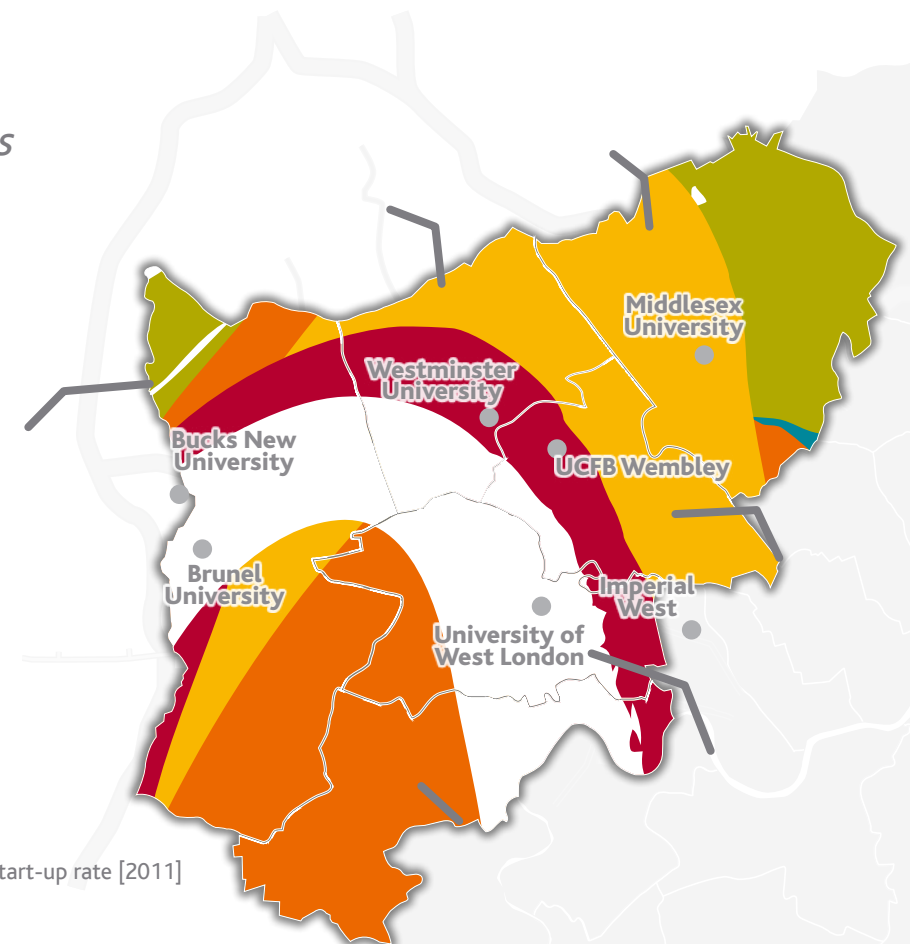
Practical and realistic support to business

West London people are creative and entrepreneurial. Our small business community is thriving and we know that the role of the state in business support has limits. There is, however, more that we can do to make current business support provision add real value. Our focus will be to increase small business start-up and survival rates by integrating support through business hubs and improving the relevance of provision;

to encourage business expansion through working with key strategic partners to increase the global export of goods and services; and to promote innovation by establishing economic growth as a priority for our higher education institutions and driving collaboration between academics and small businesses where complementary expertise exists.

Our vision is to increase small business start-up and survival rates through business support hubs, higher exports, and focused collaboration with higher education institutions.

New business start-ups¹



1 Source: ONS Start-up rate [2011]

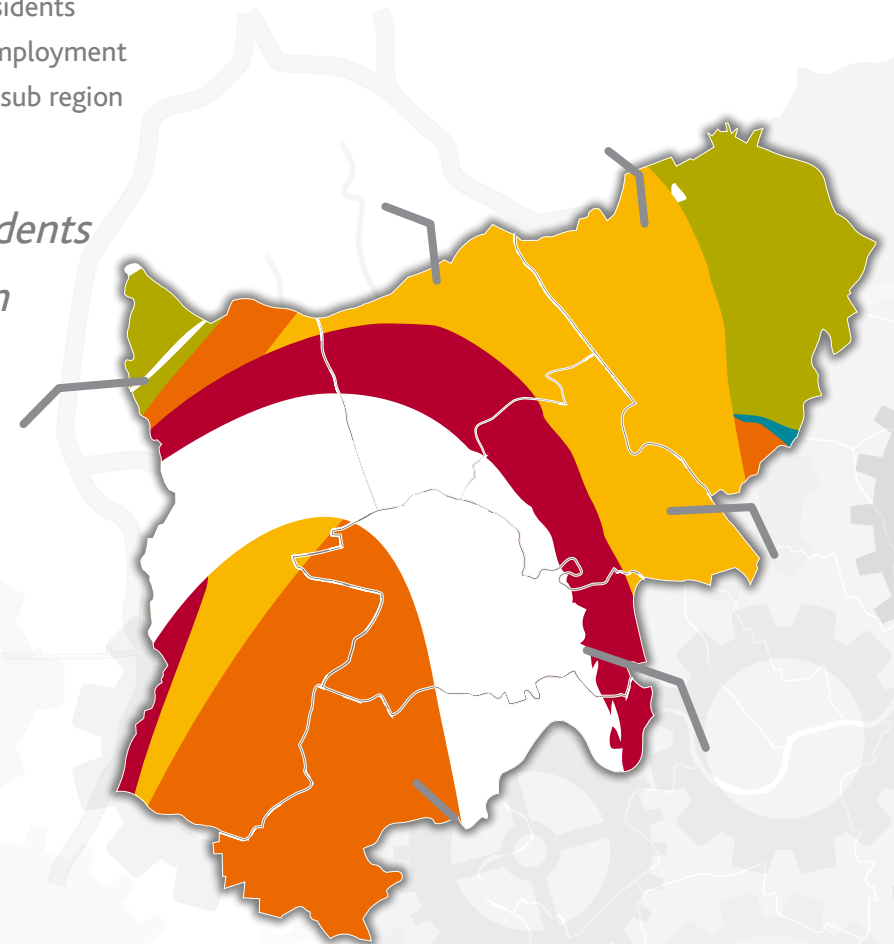
Improved skills to meet business need and provide well-paid jobs

We have great schools and further and higher education institutions. Yet we know that around 20% of our employment vacancies are hard to fill due to skills deficits in applicants. We also know that low skill levels mean that too many of our residents are in low paid work and vulnerable as rising private sector rents and welfare reform require them to gain better paid sustainable jobs. We support the pan-London efforts to ensure that devolved skills funding models and incentives better match the current and future needs of London's employers. In West

London, we want to focus on a skills escalator so that those in low-paid work and on benefits can work more hours, with improved skills, and progress towards better paid jobs. We are seeking to address low pay and the need for employment progression pathways within the implementation of the Vision for Growth and our joint procurement strategies. We will work to ensure that residents in deprived neighbourhoods can access employment and training to ensure all residents in the sub region benefit from growth.

Our vision is to remove the skills gap and to support low-paid residents in work so as to enable them to achieve pay levels that can sustain and improve their living arrangements.

Jobs in each borough

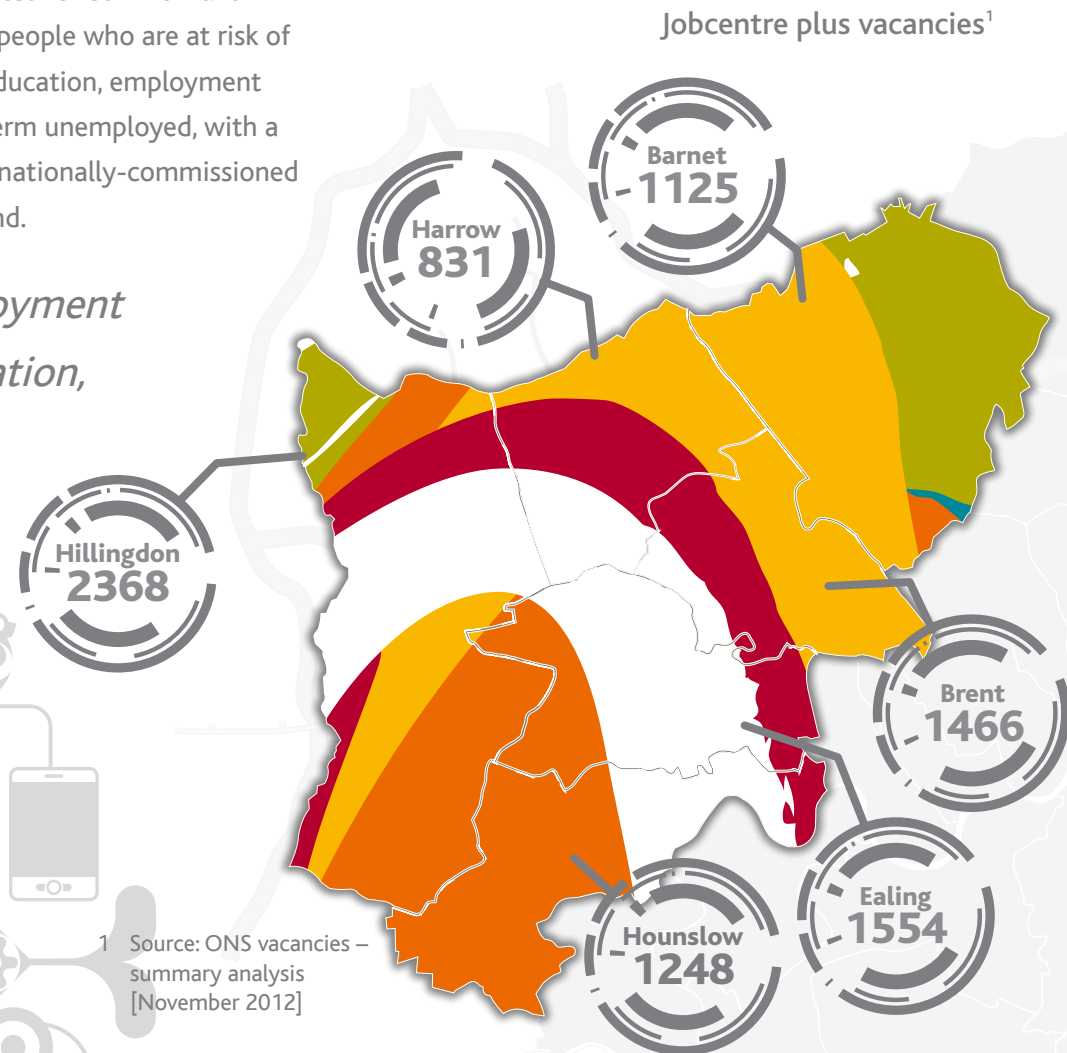


Supporting people into work

The London economy provides great opportunities for its residents. This means that levels of worklessness are relatively low; however, there is a small but significant minority of people in West London who are not currently participating in training or the labour market. These are often individuals and families which have high levels of contact with public services, and as austerity and welfare reform progress there are very strong incentives to get everybody working. We support the devolution of employment programme budgets

to London and to groups of boroughs because we know that we can commission programmes with higher success rates. This is because barriers to work can be complex and we can tailor solutions which reflect local opportunities and wrap-around multi-agency support. In West London we want to focus initially on young people who are at risk of becoming 'NEETs' (not in education, employment or training) and the long-term unemployed, with a widening remit as existing nationally-commissioned programmes come to an end.

Our vision is to radically improve success rates for employment programmes for residents with all young people in education, employment or training.



1 Source: ONS vacancies – summary analysis [November 2012]

Sustainable housing solutions

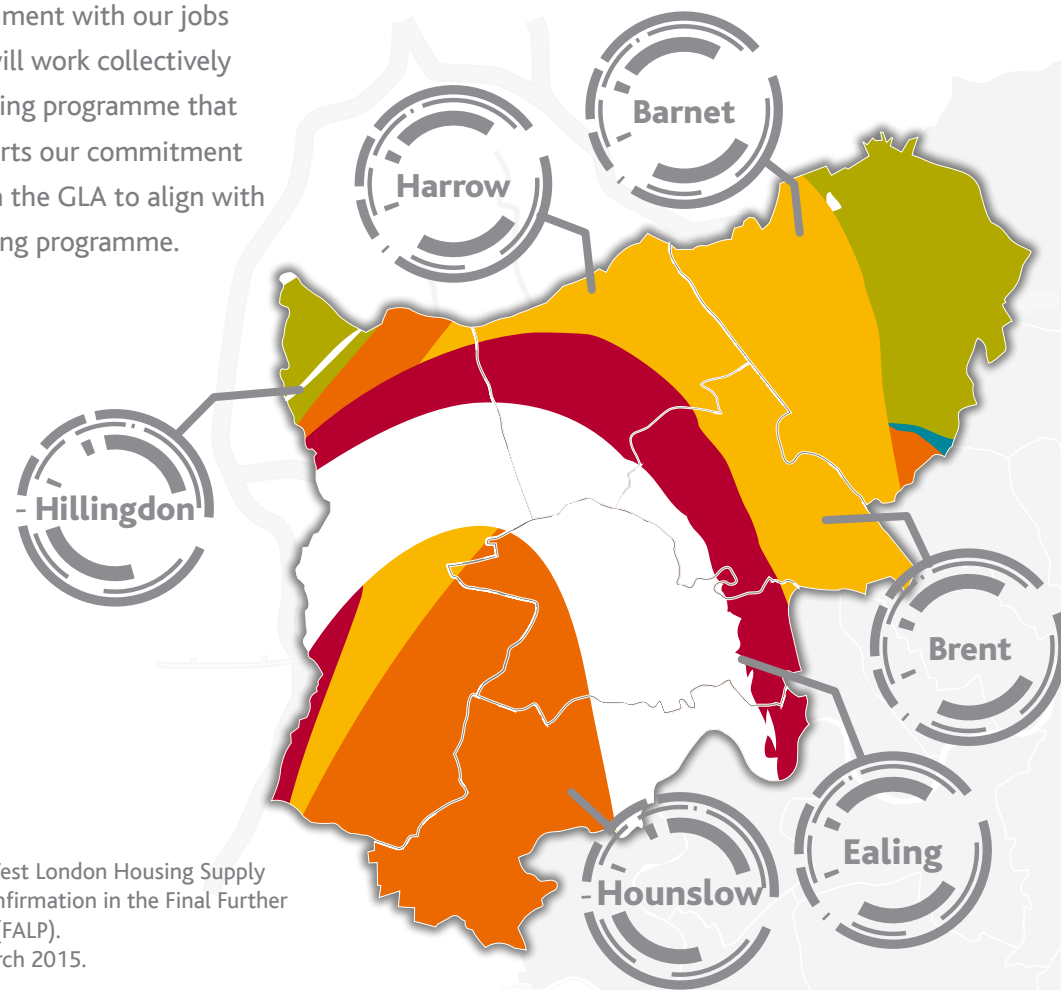
London is growing and needs more housing. In West London housing supply and affordability challenges are acute. We have a fast-growing population and around 7,000 residents in temporary accommodation. We are meeting the house building challenge and have several major schemes which will make a real difference. However, there is more that we can do and specifically we want to release public sector-owned land for housing development and ensure a wide offer of different affordable housing choices for the diverse population. Facilitating and encouraging varied housing supply will support business and industry to employ local people. We also want to develop innovative models

for delivery including joint ventures, institutional investment in private rented provision, and use of local authority balance sheets to invest in new council housing or other partnership housing products. We will manage our existing stock and new provision to deliver an appropriate mix of social and affordable homes and stimulate the private rented sector in alignment with our jobs and skills programmes. We will work collectively to deliver an ambitious housing programme that benefits residents and supports our commitment to growth. We will work with the GLA to align with the Mayor's affordable housing programme.

Our vision is to deliver at least 71,000 homes¹ as part of a housing programme that meets the needs of our residents and supports growth.



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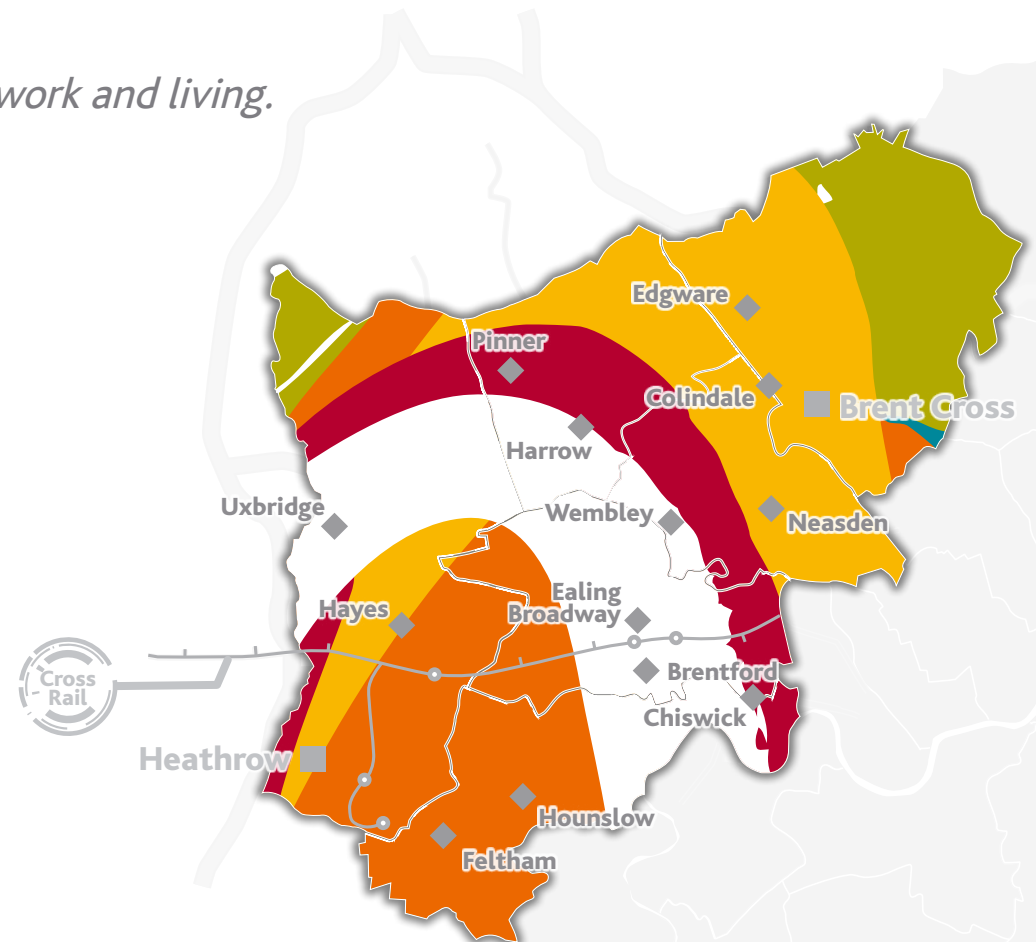
¹ This figure represents current West London Housing Supply targets, which are subject to confirmation in the Final Further Alterations to the London Plan (FALP). Expected to be published in March 2015.

Town Centres for work and life

West London has major town centres of individuality and character, but long-standing social change and the post-2008 recession have posed huge challenges for their vitality and viability. As the digitally-connected small and micro business sector grows there are real opportunities to create more vibrant town centres that meet the needs of our residents for housing, shopping, leisure,

culture and work. We know that commuting for work will continue, but we also want to exploit the opportunities for town centres to become economic hubs and stimulate day and night time economies. We will develop our approach to this together and by working in conjunction with the London Enterprise Panel and the Mayor's Outer London Fund.

Our vision is for thriving town centres which are hubs for work and living.



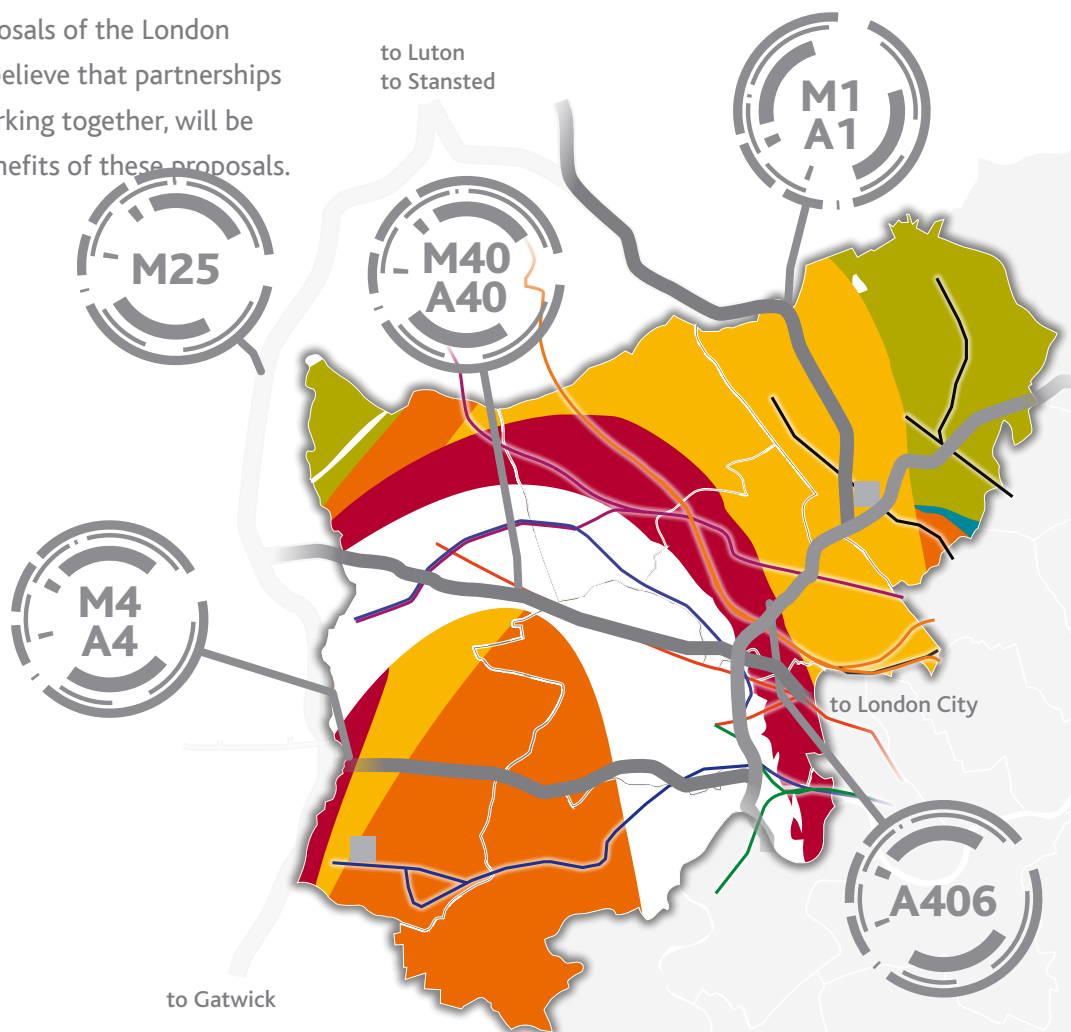
Delivery

To deliver our vision we know that there must be investment in infrastructure. We need to secure the underpinning physical and community infrastructure essential to economic growth and community wellbeing. In transport infrastructure terms improved radial and orbital connectivity is essential to unlock growth. We are developing our West London Infrastructure Plan which includes innovative proposals for financing and delivery. We

will work with our private sector partners, the GLA and government to ensure that our vision can be supported by the investment we need.

Our vision grows out of London's plans for greater economic autonomy as set out in the London Growth Deal and the proposals of the London Finance Commission. We believe that partnerships of groups of boroughs, working together, will be essential to deliver the benefits of these proposals.

The West London Alliance is working closely with the London Enterprise Panel to pilot work on helping residents with mental health challenges back into work and co-commissioning local employment interventions with JCP.



For more information:
Contact **Shahnaz Abbasi**
tel: **020 8825 8921** email: **abbasis@ealing.gov.uk**
or visit **www.westlondonalliance.org**

WEST LONDON VISION FOR GROWTH

Action Plan

June 2016

Contents

- 1) Introduction
- 2) West London's growth objectives
- 3) The sub-regional economy
- 4) How we will deliver the vision
- 5) Principles
- 6) Approach
- 7) The Action Plan
- 8) Resources

1) Introduction: West London's Vision for Growth

The West London Alliance (WLA) is a partnership of seven London councils – Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow. The Alliance is responsible for driving forward delivery of the West London Vision for Growth, which has the goal of ensuring that the sub-region remains a thriving and prosperous part of a premier world city, with highly profitable businesses investing in it, successful residents and resilient communities.

This document sets out a clear plan for delivering the Vision in the years ahead. It has been developed in collaboration with WLA member boroughs and strategic partners.

2) West London's Growth Objectives

West London's Vision for Growth sets out six core objectives:

1. To achieve a **step change in partnership with business and industry** to facilitate sustainable economic growth
2. To **increase small business start-up and survival rates** through business support hubs, higher exports and focused **collaboration with higher education institutions**
3. To **remove the skills gap and support low-paid residents in work** to enable them to achieve pay levels that can sustain and improve their living arrangements
4. To radically **improve success rates for employment programmes for residents**, with all young people in education, employment or training
5. To **deliver at least 71,000 homes** as part of a housing programme that meets the needs of our residents and supports growth
6. To **create and maintain thriving town centres** which are hubs for work and living

3) The Opportunity

West London is a large and relatively affluent place with a growing population of over two million people and the second largest economy in the country. GVA per worker is the second highest in London. There are however a number of potential constraints to economic growth such as increasingly unaffordable housing, growing congestion, stubbornly high levels of economic inactivity, a wide variation of economic outcomes between different groups and, in line with much of the rest of the UK, weak productivity growth.

West London is well placed to address these challenges however. The sub-region makes a number of unique and significant contributions to the London and wider UK economies through its assets such as Heathrow Airport and Old Oak Common, as well as major growth opportunities such as the Golden Mile and Brent Cross amongst others. West London has excellent radial infrastructure in and out of the City,

and also out to the wider country. Its growing population is well-educated, enterprising, and flexible thanks to a high quality education and training system.

The forthcoming devolution of Business Rates combined with a wider shift of powers from national to local areas gives local government a direct and growing stake in the success of the wider economy, creating a greater imperative for councils to support economic growth, reduce unemployment, and encourage investment.

4) How we will deliver the Vision

The West London Vision for Growth is overseen democratically by the West London Economic Prosperity Board (WLEPB), a joint committee consisting of the Leaders of the different West London councils and supported by member chief executives. The WLEPB meets on a quarterly basis and is supported by a wider partnership of leaders from across the economy including business groups, major employers, the further education and high education sectors.

The day-to-day delivery of the Vision for Growth on behalf of the WLEPB is through the West London Growth Directors Group, which consists of senior officers from each of the WLA member boroughs. The Growth Directors Group provides regular updates to the WLEPB on progress against the Vision and is responsible for the delivery of this action plan.

5) Principles

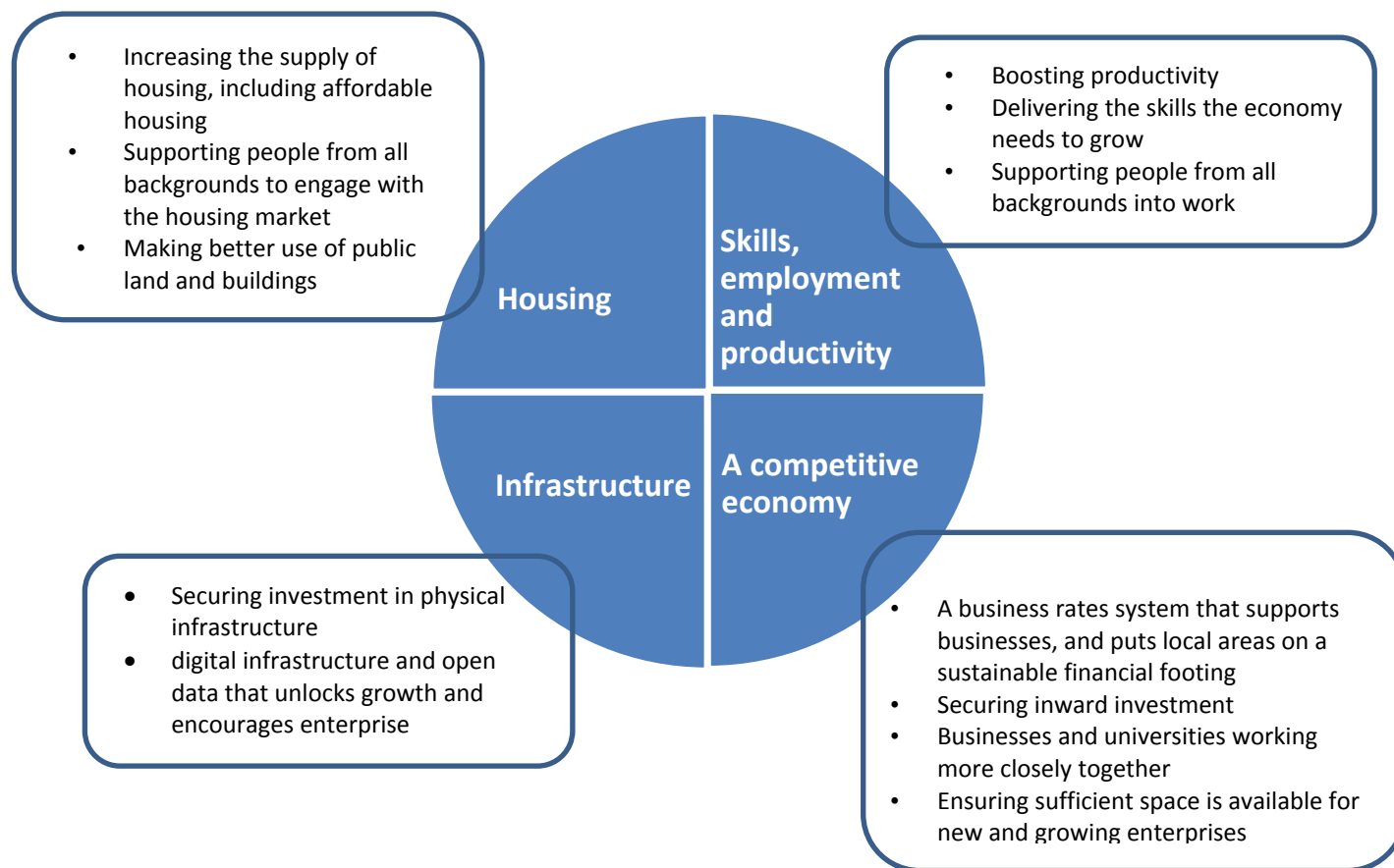
There is already a significant amount of work happening at both the borough level (e.g. town centres) and pan-London level (Skills Devolution, elements of housing). It is important that work to deliver the Vision for Growth positively supports the activity that is already happening at borough level, and adds value in the areas that are most effectively delivered by all west London members working together in a democratically accountable way. With these points in mind the following principles have been developed to guide the development of this action plan. They are:

- **Subsidiarity:** Sub-regional activity occurs where it either wouldn't otherwise happen or would be less efficient if undertaken at the national, regional or borough levels.
- **Additionality:** Activity occurs and is prioritised where action produces the greatest economic impact for the least resources.
- **Accountability:** Sub-regional activity has clearly defined objectives and outputs, is resourced, and has clear ownership.

Activity undertaken at the sub-regional level should also be deliverable, evidence-based, and focus on jointly agreed outcomes.

6) Approach

This action plan identifies four categories that allow the objectives set out in the Vision for Growth to be organised and for specific activities and areas of work to be identified for each. **The four categories are: 1) Housing 2) Productivity, Skills and Employment 3) Infrastructure and 4) A Competitive Economy.** The diagram below sets these out along with some additional detail about the associated activities which are all explained in more detail in the following section:



7) Vision for Growth Action Plan

The action plan sets out proposed activities for the short term (next twelve months), medium term (1-3 years) and long term (3+ years). The lead director for each theme is highlighted under each section. Information on the resourcing of this action plan is set out in section 8.

THEME 1) HOUSING

Core narrative: West London will only thrive if people can live and work here: we need more housing that residents can afford.

Short Term	Medium Term	Longer Term
<ul style="list-style-type: none"> Engage with delivery of wider housing devolution in London and consider a West London development vehicle if required as part of the devolution Develop and initiate delivery of the One Public Estate Programme to create space for housing and employment Explore opportunities to give councils first refusal on buying land for housing at the existing value when other parts of the public sector are selling it 	<ul style="list-style-type: none"> Refreshed and aligned local plans across West London to ensure consistent position on Housing, and coordinated influencing&lobbying activity at sub-regional level to increase housing supply. London Plan reflects Sub Regional housing priorities and opportunities, including those identified through the OPE programme Developments on OPE sites start on site. Menu of options developed to support people who are unable to engage with the housing market. 	<ul style="list-style-type: none"> Higher net growth in the housing stock and more affordable housing Continue delivery of West London Public Land Development Pipeline

Theme lead director: Pat Hayes

THEME 2: SKILLS, EMPLOYMENT AND PRODUCTIVITY

Core narrative: *To remain competitive we need to drive up productivity, enabling people to access the labour market and boosting their skills level.*

Short Term	Medium Term	Longer Term
<ul style="list-style-type: none"> • Undertake Area Review of Further Education provision, based on best possible labour market forecasting • Finalise a skills devolution deal for West London • Complete the current employment pilots for Working People Working Places, the Skills Escalator, and the Mental Health Trailblazer • Lobby DWP to properly fund activity Local Authorities are leading to support welfare reforms and Universal Credit • Lead design work and commissioning of the Work and Health programme to maximise opportunities for people in West London from all backgrounds to gain employment and secure housing. • Support development of West London Apprenticeship Training Agency (led by West London colleges) 	<ul style="list-style-type: none"> • Completion of Area Review and implementation of recommendations • Refine labour market information and develop approaches to help businesses understand and describe their future skills needs • Design and develop devolved skills commissioning function for the sub-region • Evaluation of pilots and, if impact is found to be positive, establish framework for a wider roll out • Ongoing coordination with government and DWP to secure sufficient resources to implement Universal Credit • Deliver sub-regional Work and Health programme • Undertake analysis and research to support evidence-based and targeted approach to Work and Health Programme • Develop an approach to the Apprenticeship Levy to ensure that West London Councils and Businesses make a net gain. 	<ul style="list-style-type: none"> • Commission skills provision that meets the needs of employers. • Overall programme of employment support and a skills offer that enables people from all backgrounds to find employment, boost productivity, and support business growth

- Modelling future household income levels to understand what level and distribution of **income** will be needed across West London and in individual boroughs for people to be able to live in the area in the future

- Identify required **income growth levels** and embed them into sub-regional activity relating to skills and work

- **Changing minimum household income requirements incorporated** into sub-regional employment activity so that people are able to live and work here in the future

Theme lead director: Cath Shaw

THEME 3: INFRASTRUCTURE

Core narrative: Physical and digital Infrastructure in West London need to keeps pace with population and housing growth in order to enhance the competitiveness of the sub-region and its attractiveness as a place for businesses and entrepreneurs to invest and grow in.

Short Term	Medium Term	Longer Term
<ul style="list-style-type: none"> • Model the current and future costs to the economy associated with inadequate orbital transport infrastructure and identify cost effective solutions • Compare boroughs' work on "smart cities" and Open Data to identify opportunities and issues that are best addressed sub-regionally • Influence content of forthcoming Mayor's Transport Strategy the Sub-Regional Transport Plan 	<ul style="list-style-type: none"> • Agree shared priorities for physical and digital infrastructure lobbying and investment in the sub-region, based on the needs and opportunities identified through modelling; and develop a business case for investment • Agree a "Smart West London" strategy; agree and implement any quick wins 	<ul style="list-style-type: none"> • sub-regional infrastructure priorities embedded into WLA member local plans, a refreshed London Plan and the forthcoming London Transport Plan • Implement it and establish West London as a technologically forward-thinking and enabled economy. • Agreed investment pipeline with TfL and Government that addresses long-term WLA infrastructure priorities

Theme lead director: TBC

THEME 4: A COMPETITIVE ECONOMY

Core narrative: Much of the work to make places great for businesses is already done at the Borough level. At the sub-region we need to focus on broadening and deepening the Business Rates base, boosting inward investment, and ensuring local enterprise benefits from public procurement.

Short Term	Medium Term	Longer Term
<ul style="list-style-type: none"> • Modelling projected Business Rate bases by borough across the sub-region to inform coordinated response to Business Rates devolution. Understand options for sub-regional pooling and redistribution of business rates. Align with existing national and London work on BR and wider fiscal devolution • Review approaches to inward investment and agree scope of work. • Align existing West London Procurement Strategy with Vision for Growth, particularly in relation to supporting local businesses • Identify approaches to supporting economic and business growth through developing closer partnerships between universities and business. • Map available workspace by use class and project this into the future based on development pipelines. Assess this against anticipated future growth sectors and mitigate the impacts of permitted development. Align with GLA incubator space project 	<ul style="list-style-type: none"> • Develop options for strategic response to BR and fiscal devolution that focus on delivering maximum benefit to West London and are consistent with wider London and national fiscal devolution activity • If there is evidence of positive economic impact then agree to develop an inward investment strategy for West London • Greater value of WLA procurement spend retained within the West London Economy • Working with the HE sector agree and develop a model for closer working between universities and business 	<ul style="list-style-type: none"> • Strong west London economy underpinned by a supportive sub-regional approach to Business Rates retention. • West London Inward Investment function established and focusing on attracting major employers and investors to the sub-region in a targeted, evidence-based way • Higher levels of business satisfaction and improved business survival rates • Universities and businesses working together at the sub-regional level to stimulate innovation and create employment

Theme lead director: **Brendon Walsh**

8) Resourcing the Plan

It is important that this action plan reflects the true priorities of the sub-region in terms of growth objectives, and that it is deliverable within the resources available to it. There are three categories of resource requirements associated with its delivery:

- 1) **Leadership resource:** At the sub-regional level there is a focus on influencing and lobbying at a high level with a range of external bodies including central government departments, the GLA and TfL. For this reason it is important for there to be sufficient leadership capacity in place to drive the broad vision agenda forward. In addition to the WLA Director and the WLA Head of Growth, Skills and Employment, a borough growth director has been named against each of the four categories above who are responsible for ensuring sufficient leadership is in place to drive forward that category at a chief officer level both within the WLA and externally with partners.
- 2) **Insight, research and Analysis:** A number of the activities set out in the action plan represent analytical research that can be commissioned on a case-by-case e.g. understanding the impacts of changes in commercial office space supply in response to permitted development, modelling the economic costs of insufficient orbital infrastructure, understanding the impacts and opportunities associated with Business Rates devolution, or developing a strong base of labour market information. It is anticipated that the WLA will commission between two and three significant pieces of research annually.
- 3) **On-going programme and project delivery:** Some elements of the action plan set out above are being delivered within existing resources, particularly in relation to the Productivity, Skills and Employment theme e.g. Area Review or the Work and Health Programme. Other aspects have been identified as priority areas by Chief Executives but are not included within the current budget envelope e.g. making better use of public land, developing a devolved skills commissioning function, developing a sub-regional approach to infrastructure, or developing closer ties with the university sector. If this action plan is approved these will need to be resourced effectively.

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West London Economic Prosperity Board

AGENDA ITEM 8

8 June 2016

Title	Devolved WLA Work and Health Programme
Report of	Dan Gascoyne, Director WLA
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 – Extract of West London Economic Prosperity Board Functions and Procedure Rules Appendix 2 – Draft Agreement on Roles and Responsibilities for Work and Health Programme in London
Officer Contact Details	gascoyned@ealing.gov.uk 07545 412 433

Summary

In London, the Department for Work and Pensions (DWP) has agreed to devolve co-design and co-commissioning of the Work and Health Programme (the replacement for the Work Programme) from October 2017. The responsibility for commissioning and managing the devolved programmes will fall to the sub-regions, which in West London is the WLA.

Recommendations

The Board is requested to:

1. To note that the Work and Health programme will be co-commissioned with the Department for Work and Pensions at a sub-regional level and the detail of the proposed service set out in section 2.2
2. To agree to work with the Department for Work and Pensions to co-commission the Work and Health programme in West London and that this will be procured by Ealing on behalf of the West London Boroughs (with involvement of DWP officials).

3. To agree that in West London, governance and delivery of the programme will be integrated into the WLA Growth, Jobs and Skills programme.
4. To delegate authority to the Director of the West London Alliance, following consultation with Ealing's Director of Legal and Democratic Services:
 - i) to enter into any agreements, if required, with Department for Work and Pensions necessary for the devolved funding to be transferred; and
 - ii) any other agreements required to access additional funding e.g. ESF
5. To support:
 - i) Active involvement of staff from west London boroughs and other local partners to ensure that the Programme is designed and commissioned in line with borough priorities and services, using existing networks and task groups where possible
 - ii) Efforts to seek funding applications and make bids to maximise impact of the programme and reach as wide a pool of residents as possible
6. To agree to seek funding applications and make bids; and to commit the WLA boroughs to supporting the programme
7. To agree that the West London Economic Prosperity Board should review its "Functions and Procedure Rules" to, inter alia, clarify the definition of whether "approving joint procurement" includes decisions to invite Tenders and to Award contracts

1 WHY THIS REPORT IS NEEDED

- 1.1 The report is required in order for the London Borough of Ealing, acting on behalf of the West London Alliance, to establish the programme of work required in order to support the devolved work programme.

2 REASONS FOR RECOMMENDATIONS

2.1 Background

1. In the 2015 Autumn Statement Chancellor George Osborne announced that *"from 2017, local areas including London will work with DWP to co-design employment support for harder-to-help claimants, as part of wider Devolution."* The WLA Mental Health and Employment Trailblazer was subsequently cited in the London health devolution agreement in December 2015.
2. Since these announcements, London Councils, and the lead London Chief Executive (Lesley Seary, Islington), have been negotiating with DWP on the

detailed design of a devolved employments support programme for London. It has been established that a new Work and Health programme, replacing the nationally procured Work Programme from October 2017 will be, co-designed and co-commissioned with DWP at the sub-regional level, with WLA leading for West London. The current draft split of accountabilities is attached at Appendix 2.

2.2 The Proposed Work and Health Programme for West London

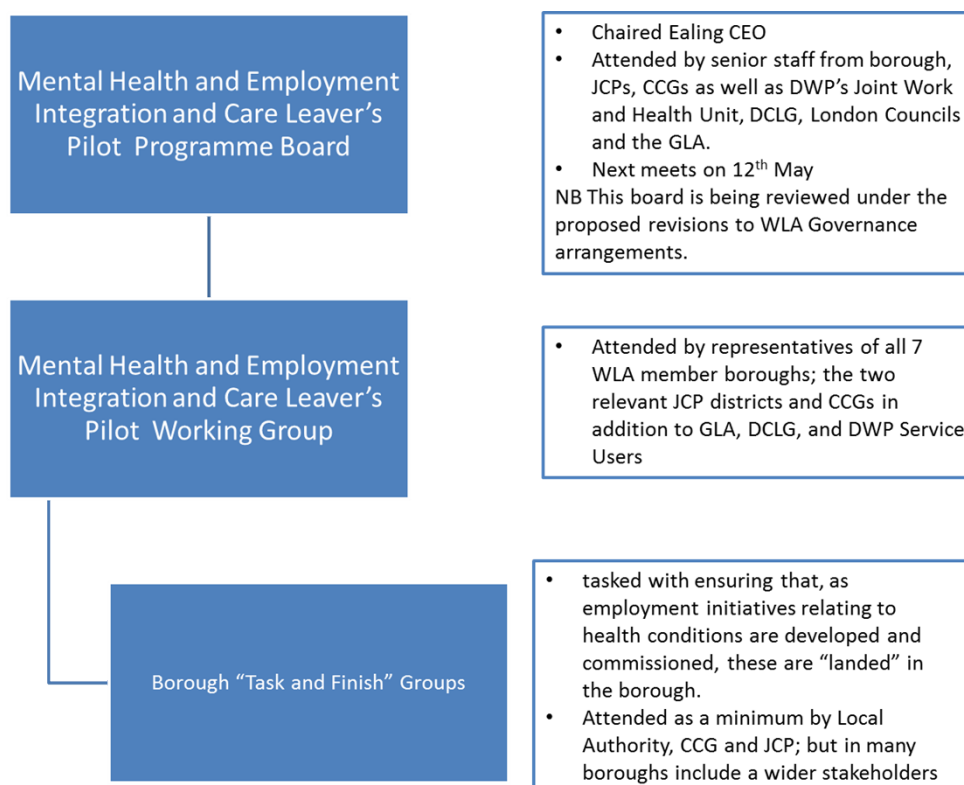
3. The central objective of the Work and Health programme will be to provide holistic support to vulnerable and long-term unemployed residents across West London boroughs enabling them to overcome (primarily health) barriers to work. The programme will be funded by DWP although local areas will have the opportunity to supplement DWP funds with local investment. Eligibility criteria for referring clients to the Work and Health programme have not yet been clearly defined by DWP however it is expected to include those who have been unemployed for longer than two years as well as a proportion of those in receipt of ESA where both DWP and the customer agree they would benefit from the programme.
4. While negotiations are on-going it is anticipated that the devolved funding from DWP for the Work and Health Programme for London will be between £50 and £60m as a whole over five years (before any ESF match). WLA's proportion could be around £10m and allocations between boroughs will be in proportion to their cohort sizes.
5. In addition to the funding being provided by DWP, London Councils is exploring on behalf of the Sub-Regions whether the Sub Regions can take on "co-financing" status with respect to ESF funding which would allow sub-regions to directly match fund devolved employment support funding with ESF monies. Consideration is also being given to other potential sources of locally controlled funding for the programme. The procurement will be structured in a way that is sufficiently flexible regardless of the outcome of discussions on additional funding.
6. As part of the discussions between London Councils and DWP, it is clear that the Programme will include minimum national standards set by DWP which will take a "grey box" approach, allowing the Service Provider a degree of flexibility to decide what interventions are appropriate for an individual from within an agreed range. However, West London Alliance will also be able to specify requirements. These are likely to include an holistic assessment of the clients' barriers to work and the inclusion of specific interventions proven to have a beneficial impact with the most prevalent groups among West London's sick and disabled residents (specifically those with mental health, learning difficulties and behavioural problems (46%) and those muscular skeletal health issues (15%)) within the agreed range.
7. A key aim of the devolved Work and Health Programme from a WLA perspective will be to integrate employment support into other services being provided to these individual residents, for example Cognitive

Behaviour Therapy being delivered by the Improving Access to Psychological Therapy (IAPT) service; drug based treatments provided by GPs; or Adult Services Care Packages. As such the Service Provider will need to be flexible on delivery location

8. Consideration is also being given as to how best to ensure customers accessing the Work and Health programme access can any skills development support needed, particularly in the context of a potentially devolved Adult Education Budget (AEB) from September 2018. Prior to devolution of the Adult Education Budget (AEB) it is expected that participants on the Work and Health programme will be able to access funded skills training within their entitlement from local skills providers. To prepare for devolution from September 2018 it is also proposed that in West London a facility to capture information about additional skills needs of those entering the work and health programme should developed, to inform decision-making about whether and to what extent additional investment in the skills element of the work and health programme is needed following AEB devolution.

2.3 Governance

9. Given the need to mobilise rapidly to meet DWP expectations for the procurement start date (see below), it is proposed that work to develop the Devolved Work and Health Programme uses the existing governance structures for the Mental Health and Employment Integration Trailblazer and Care Leavers' Pilot (see diagram below). These currently fit within the overall WLA Growth, Jobs and Skills Programme already accountable to the West London Economic Prosperity Board.



10. These arrangements will provide a sound basis to commence the programme, and will be revised to ensure they evolve to meet the requirements of the Devolved Work and Health Programme, ensuring that all relevant partners are represented, as well as the new governance arrangements being established for WLA programmes.

2.4 Procurement Approach and Timetable

11. DWP have prescribed a procurement timetable starting in July 2016 in order to commence the new Programme when the current Work Programme finishes in October 2017, The aim will be to take the decision to award the contract for provision of a Devolved Work and Health Service in West London at July 2017 meeting of the WLEPB
12. DWP have issued an OJEU PIN notice for the Work and Health Programme for the National procurement exercise
13. Procurement of the current WLA Work and Health programme initiatives is being led by Ealing. Given the high profile nature of the Work and Health Programme, it is recommended that the decision to commence the procurement be supported by a Cabinet Decision from Ealing. This will need to be presented to a June Cabinet meeting to fit with the DWP timetable.
14. DWP have proposed that the procurement be conducted as a Competitive Dialogue. The Public Contracts Regulations 2015, allows for Competitive Dialogue on the following grounds (among others):
 - Where the contract includes design or innovative solutions
 - Where the requirement is complex in nature, in its legal and financial make-up or because of its risks
15. It should also be noted that under the 2015 Public Contract Regulations, this initiative can be procured under the Light Touch regime, which covers Health, Social and Related Services, specifically under the CPV (Common Procurement Vocabulary) code of "Job Search Services". While the approach currently being prescribed by DWP is fully OJEU compliant, this gives flexibility to the process, if West London boroughs feel that deviation from the defined process is required

2.5 Implications for West London Economic Prosperity Board (WLEPB)

16. The West London Economic Prosperity Board has a wide range of functions relating to promoting economic prosperity. The relevant functions are listed in Appendix 1.
17. In order to progress the Programme the WLEPB needs to agree recommendations that commit all WLA boroughs to supporting the joint procurement;

18. The WLEPB will also be asked to agree the recommendation to delegate sign off of a number of formal agreements to the Director of WLA, in consultation with the Growth Directors. These may include an agreement with DWP and any agreements relating to ESF funding
19. Legal opinion is split as to whether the phrase “approving joint procurement” includes decisions to invite Tenders and to Award contracts. Given that this was the intention, it is proposed that West London Economic Prosperity Board reviews its “Functions and Procedure Rules”. This review is timely, as in order to agree the changes for the 1 year annual stocktake of the role of the West London Economic Prosperity Board, any proposed changes would need to start to be drafted now in order to allow any necessary democratic decisions to be put in place.
20. London Borough of Hillingdon is to be included within the geographical scope of the West London Work and Health programme and Hillingdon’s residents will be able to access Work and Health programme services. While Hillingdon is a member of the WLA, it is not a formal member of the WLEPB, at it will be important to ensure Hillingdon is engaged in the co-design and commissioning process. The proposed governance structures set out in section 2.3 will endeavour to achieve this engagement.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 None

4 POST DECISION IMPLEMENTATION

- 4.1 Formal agreement to commence procurement is being presented for a decision at Ealing’s Cabinet meeting on 14 June 2016. Subject to this being agreed, the procurement will commence in July 2016.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

The proposals support the following priority: Securing Jobs and Homes

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

This report concerns the delivery of the Work & Health Programme, from October 2017, by the WLA. As reported, negotiations are continuing about funding transferring from the DWP, but around £10m is expected, with allocations between Boroughs based on cohort sizes. There will also be the opportunity to bid for external funding, eg ESF.

5.3 Social Value

N/A

5.4 Legal and Constitutional References

The Functions and Procedures for the West London Economic Prosperity Board allow for WLA boroughs to discharge functions related to promoting economic prosperity. The decision that will be presented to them are cross a number of their functions, as follows:

- 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
- Allocating any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving joint procurement.
- 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
- Exercising any such powers and allocating any such funding
- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
- Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

5.5 Risk Management

A risk register for the overall Programme is retained. The key risks are as follows:

Risk	Mitigating Actions
Failure to Deliver Employment Outcomes	The contract with the provider will be structured in a way to deliver the behaviours we want to see. For example, where a specific client group requires more support than average, after finding a job, the contract will incentivise providing this support Integration of health and social care packages with employment support to minimise barriers to job entry and retention

Risk	Mitigating Actions
Not improving on the outcomes from the Work Programme	<p>The employment interventions that are commissioned will be evidence based, and the Grey Box approach allows for more direction as to how the provider delivers the service. This should overcome a key issue on the Work Programme of putting people in to jobs they did not want in order to trigger the outcome payment.</p> <p>Sub-regional performance management, to ensure actions to address underperformance are relevant to the locality.</p>
Central Government departments integration with the programme	WLA are in a good position, as we have active participation, at both Programme Board and Working group level in the existing programme, from DWP staff. Clear agreements / Terms of Reference between DWP, GLA and WLA detailing roles and responsibilities of each party.
Demanding timescales for co-design process	<p>Again with a Working Group that is already in existence and has experience of delivering co-design, WLA is ahead of the curve</p> <p>The team also proved its ability to turn around a co-designed employment programme is very rapid timescales at the start of the Trailblazer programme</p>
Failure to maintain multi borough engagement and buy-in over a long period of time	On-going engagement of boroughs at Political, senior officer and working levels. Explore potential for establishing Performance reporting to boroughs for the Work and Health programme. KPI's in place which demonstrate how local need is being met
Market Failure, with all regions of England and Wales procuring Work and Health provision simultaneously, there is a risk that suppliers will not be willing to bid for the WLA contract package	The Programme has an active and on-going Market Engagement plan that has, to date, ensured potential suppliers are keen to develop proposals for WLA commissions
Insufficient budget to address support needs of clients	Continue to explore sources of match funding, e.g. European Social Fund.

5.6 Equalities and Diversity

An initial EAA screening form has been completed for the Programme.

5.7 Consultation and Engagement

Name of consultee	Post held and Department	Date sent to consultee	Date received from consultee	Comments appear in report paragraph:
Dan Gascoyne	Director of West London Alliance	3/5/2016	17/5/2016	Throughout
Kim Archer	Director, DWP	3/5/2016	17/5/2016	Throughout
Luke Ward	WLA Interim Growth Lead	3/5/2016	17/5/2016	Throughout
WLA Growth Directors	Growth Director	21/4/06 (initial discussion)	20/5/2016 (final comments received)	Throughout

5.8 Insight

N/A

6 BACKGROUND PAPERS

6.1 None

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Appendix 1

The Functions and Procedures for the West London Economic Prosperity Board allow for WLA boroughs to discharge functions related to promoting economic prosperity. The decision that will be presented to them cross a number of their functions as follows:

- *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*
- *Allocating any such funding awards to appropriate projects for the benefit of the local government areas of the participating local authorities, including, where applicable, approving joint procurement.*
- *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*
- *Exercising any such powers and allocating any such funding*
- *Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.*
- *Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.*
- *Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.*

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WORK AND HEALTH PROGRAMME IN LONDON

Agreement on Roles and Responsibilities – April 2016

Principles and objectives:

- For **London, via its sub-regions**, to lead the Work and Health programme in London, so as to maximise the potential benefits of greater investment, integration and innovation (and ensure high-level political buy-in and accountability from the boroughs and the GLA).
- For **DWP** to own the national programme and, in so doing, for both parties to ensure that core minimum policy and commercial design elements of the programme in London are consistent with the national programme (in view of DWP's legal, financial, national oversight and accountability role).
- Within this framework, to design and procure services within London's sub-regions which are uniquely tailored to addressing the work and health characteristics of those areas, including through alignment and integration with existing local services.
- To develop and maintain joint governance arrangements that maximise collaboration and learning, with London's sub-regions leading performance management and provider relationships in their areas, while DWP ensure that suppliers are strategically managed in order to realise the highest levels of benefit across the whole of the Work and Health Programme.
- To work together to maximise the insight and learning from the programme, in particular the impact and added-value of greater local leadership and involvement, including through robust and fair comparison of performance between areas.

The elements of the agreement set out are based on the following assumptions:

- That there will be separate programme specifications for London's sub-regional CPAs, embodying key design elements for those areas which also incorporate core national programme features, issued alongside the national specification.
- That there will be separate procurement documentation (e.g. PQQ and ITT) for London's sub-regional CPAs, which will be issued by London's sub-regions, with joint sign off / branding with DWP (aligned to national timescales).
- That London's sub-regions will run their own procurement exercises for the programme, including engaging in dialogue with providers, with input and support from DWP at each stage (and aligned to the national timetable).

- That London's sub-regions will decide on their preferred provider and manage day to day relationships with them, via robust governance arrangements that involve DWP (while plugging into national systems for validation, assurance and provider payments where possible).[Signing contract-TBC]
- [TBC- That pro-rata DWP programme funding is transferred to London's sub-regions, to enable pooling with ESF and alignment to other resources held in London (such as adult education budget, potentially devolved from August 2018), within existing legal arrangements. This excludes any financial or other resources to run the programme].

PROGRAMME FUNDING, DESIGN AND SPECIFICATION		
Stage or issue	London's role	DWP's role
Contract values.	<p>To determine London's CPAs.</p> <p>To finalise potential ESF and adult education budget contributions (and the form they could take).</p> <p>To identify any other additional local financial contributions (e.g. social investment).</p> <p>(TBC: <i>subject to agreed commissioning and procurement arrangements</i>).</p>	<p>To set out DWP funding for London, based on modelling of volumes and flows.</p> <p>TBC: To transfer DWP programme funding to London's sub-regions.</p> <p>To support London in unlocking ESF contributions (including in relation to co-financing organisation, or CFO, status).</p>
Outcomes and KPIs.	<p>To reflect any core national programme outcome measures or KPIs in sub-regional specifications (in particular those that enable fair comparison of performance between CPAs).</p> <p>To identify any additional outcome measures of KPIs which sub-regions want the programme to focus on in their area (and include these in their specifications).</p>	<p>To identify any core outcome measures of KPIs that will be consistent across the national programme (in particular to enable fair comparison of performance between CPAs).</p>

<p>Cohort, gateway and referral route(s).</p>	<p>To clarify the target cohort for the programme in each of the sub-regions, within the framework of the national programme.</p> <p>To develop any additions or adaptations of the core diagnostic and assessment processes, for identifying and referring individuals on to the programme.</p> <p>To identify any non-JobcentrePlus access points to the programme.</p>	<p>To set out any element of the national diagnostic and assessment process, for identifying and referring individuals to the programme, which London's sub-regions need to incorporate into their programme design and specification (in particular for the health and disability group).</p> <p>To clarify how the process of confirming and reviewing referrals to the programme in London will work, including to accommodate additional non-JobcentrePlus access points.</p> <p>To clarify how participation on the programme will be treated in respect of benefit conditions – in particular for those in the health / disability group.</p>
<p>Pricing structure and payment model</p>	<p>To determine the unit pricing model for each sub-regional CPA, based on core DWP resource plus any additional investment.</p> <p>To determine the payment structure for the programme in each sub-region (i.e. the balance between service fee, job outcome and sustained employment payments – plus any other proposed payments).</p>	<p>To clarify the unit pricing model (and expected London volumes) for the programme.</p> <p>To advise London's sub-regions on their plans for a payment structure (i.e. the balance between service fee, job outcome and sustained employment payments – plus any other proposed payments).</p>
<p>Develop sub-regional programme design and draft the specification.</p> <p>This could cover:</p>	<p>To work with DWP to confirm the core programme design elements around which London's sub-regions</p>	<p>To confirm the core core programme design elements around which London's sub-regions can design their programmes</p>

<ul style="list-style-type: none"> • Additional KPIs. • Pricing and payment models (• Additional cohorts. • Referral routes. • Assessment tools. • Approach to local integration. • Desired local delivery model. • Any minimum service standards. • Number of prime providers per CPA. • Any supply chain requirements. 	<p>can design their programmes and develop their specifications.</p> <p>For sub-regions to then lead processes to develop key elements of programme design in light of local circumstances and to develop specifications – engaging with boroughs, other local partners, potential providers, employers and residents.</p>	<p>and develop their specifications (including any minimum service offer).</p> <p>To then provide advice and guidance to sub-regionally led processes of engagement, design and specification development – feeding in learning, data and national requirements as appropriate.</p>
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PROCUREMENT AND CONTRACTING

Stage or issue	London's role	DWP's role
Produce and own procurement documentation .	To own the production of all procurement documentation, ensuring consistency with the National Programme where possible to: (i) reduce the complexity of what is presented to the market; and (ii) ensure that opportunities for commercial collaboration are optimised.	<p>To provide advice, guidance and quality review of the procurement documentation in order to: (i) reduce the complexity of what is presented to the market; and (ii) ensure that opportunities for commercial collaboration are optimised.</p> <p>To issue Prior Information Notice (PIN), including alerting the market to different arrangements in London (and Greater Manchester).</p>
Undertake market engagement with potential suppliers.	To run a market engagement event (or events), with DWP, to explain the arrangements and opportunities in London for potential suppliers.	To participate in a market engagement event (or events), with London, to explain the arrangements and opportunities in London for potential suppliers.

Develop and issue PQQ for programme in London.	<p>To lead on designing the sub-regional PQQs, including setting the qualifying conditions for providers and specifying the number of prime providers per CPA.</p> <p>To issue the sub-regional PQQs to the market, alongside DWP issuing the PQQ for the national programme.</p>	To provide advice and guidance on the core, national elements to be contained within London's PQQs, including input into setting the qualifying conditions for bidders.
Sift initial bids, to identify a short-list of potential suppliers	<p>To lead the process of assessing and scoring initial bids, with the support of DWP.</p> <p>To identify those applicants invited to submit a formal bid for London's CPAs.</p>	To support London, via its sub-regions, in assessing and scoring initial bids and identifying those to be invited to submit a formal tender.
Issue Invitation to Tender and conduct dialogue with bidders	<p>To lead on designing and issuing the ITT for London's CPAs to short-listed bidders, reflecting local requirements.</p> <p>To engage in dialogue with those responding to the ITT, probing bidder's plans and sharing local input and contributions to a partnership delivery model.</p>	<p>To input to the development of the ITT for London's CPAs, feeding in any core national elements or requirements.</p> <p>To support and attend when London's sub-regions engage in the process of dialogue with bidders for London CPAs, integrating this into national dialogue arrangements.</p>
Receive final offers and make contract award decisions.	<p>To receive final offers from short-listed bidders, following dialogue.</p> <p>To evaluate final bids and make contract award decisions, for each of London's CPAs.</p>	<p>To provide input and support to London, via its sub-regions, in assessing final bids and making contract award decisions, with a view to the wider national programme and the overall market.</p> <p>To ensure the procurement award decisions are fair and</p>

		legal.
TBC: Sign contracts	To be the lead signatory on contracts (at either a pan-London or sub-regional level).	To be a co-signatory to contracts.
Mobilise programme ready for 'go live'	To work intensively with the appointed provider to prepare for 'go live' including: set up and premises, operational integration with local services and partners (brokering referral pathways and access to services etc.), and communications and engagement.	To provide technical input and support to London's sub-regions and appointed providers as they mobilise the programme, such as on use of national systems and platforms (such as for validation, assurance and payments).

GOVERNANCE, PERFORMANCE MANAGEMENT AND EVALUATION

Stage or issue	London's role	DWP's role
<p>Establish Programme Boards in each of the sub-regions – to drive performance and integration within each CPA.</p> <p>These Boards will have responsibility for:</p> <ul style="list-style-type: none"> • Strategic leadership of the sub-regional programme – and outcomes for the target cohort. • Driving actions across wider local employment, health and skills system(s) to support the programme and to improve outcomes for local residents. • Formal accountability for programme performance. • Signing off any agreed interventions or contract variations- 	<p>To lead on the development of governance arrangements at the sub-regional level, mirroring CPAs.</p> <p>To drive and oversee the effectiveness of the programme, embedded as part of wider local employment, health and skills systems, including by promoting service integration and brokering local partnerships and relationships.</p> <p>To oversee the day to day relationships between the provider and relevant local partners and services. To commit senior input to the Board and sufficient support from officers to ensure it has the</p>	<p>To participate in sub-regional / CPA level governance arrangements – inputting lessons and learning from the national programme (and capturing any insights from the London programme).</p> <p>To feed in relevant information from the national programme and wider policy context (such as the Merlin standards on supply chain arrangements).</p> <p>To work with the agreed evaluator of the programme.</p>

TBC].	<p>information and resources it needs.</p> <p>To work with the agreed evaluator of the programme.</p>	
<p>Establish a light touch arrangement for reviewing the Work and Health Programme across London.</p> <p>The purpose of these arrangements would be to both support the delivery of the programme across the four sub-regional CPAs, promoting collaboration and learning across London, and supporting the delivery of the wider national programme.</p>	<p>To work with DWP to create governance arrangement appropriate for the Work and Health Programme across London as a whole..</p> <p>To commit senior input to support the governance and success of the wider Work and Health Programme by (i) sharing lessons, best practice and commercial intelligence; (ii) enabling both DWP and other Devolution Deal Areas to optimise supplier performance management; and (iii) ensuring that change is managed to drive optimum value for both DWP and Devolution Deal Areas</p> <p>NB: Governance decisions will be dependent upon who signs the contract</p>	<p>To work with London to create governance arrangement appropriate for the Work and Health Programme across London as a whole.</p> <p>To commit senior input to these arrangements, including sufficient support from officials to ensure it has the information and resources it needs.</p> <p>To feed in relevant information from the national programme and wider policy context.</p>
<p>Undertake performance management of the programme and manage relationships with providers.</p>	<p>To work with DWP to develop and then implement a robust performance management regime for providers in London CPAs.</p> <p>To manage day to day relationships with providers – resolving operational issues and escalating policy issues</p>	<p>To work with London to develop and then implement a robust performance management regime for providers in London CPAs.</p> <p>{TBC linked to contract signature]</p>

	as they arise.	
<p>Collaborate with programme evaluation, which needs to cover:</p> <ul style="list-style-type: none"> • The <i>process</i> of involving London and its approach to developing the programme. • The outcomes and impacts of the programme, including any local innovations. 	<p>To consider what key elements of the process and programme should be evaluated – and how this could best be achieved.</p> <p>To ensure that the programme in London, across the sub-regions, is sufficiently comparable to the National Programme to build a robust evidence base around devolution and localism.</p>	<p>To consider with London whether and how London could be incorporated into overall programme evaluation – or whether a separate or distinct element is preferable.</p> <p>To ensure that the programme in London, across the sub-regions, is sufficiently comparable to the National Programme to build a robust evidence base around devolution and localism.</p>

OUTSTANDING ISSUES AND QUESTIONS – as priorities for further joint work

- Finalising core national programme design features.
- Clarifying the level of DWP funding for London (and its CPAs).
- Resolving whether DWP programme resource can be transferred to London (and its sub-regions).
- Resolving the position on ESF resource and co-financing status in London.
- Agreeing who will sign contracts (and sign off any contract variations).
- Working through models of contract flexibility.
- Finalising the procurement and mobilisation timelines.
- Agreeing governance and performance management arrangements.
- Agreeing an evaluation strategy for the programme in London.



West London Economic Prosperity Board

8 June 2016

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

Summary

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

Recommendations

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

1. WHY THIS REPORT IS NEEDED

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

2. REASONS FOR RECOMMENDATIONS

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

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

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

5. IMPLICATIONS OF DECISION

5.1 Priorities and Performance

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

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

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

5.3 Legal and Constitutional References

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

5.4 Risk Management

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

5.5 Equalities and Diversity

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

6. BACKGROUND PAPERS

- 6.1 None

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**West London Economic
Prosperity Board Work
Programme**

April 2016 – March 2017

Subject	Summary	Author
8 June 2016		
1.	Growth Action Plan 2016/17 <i>Agreeing key actions and measures to monitor achievement of the West London priorities for growth to include priorities identify on 17/02/16</i>	Dan Gascoyne, Director of the West London Alliance
2.	Old Oak and Park Royal Development Corporation (OPDC) <i>Presentation from the Chief Executive of OPDC on current and future plans and progress</i>	shalini.ajoodha@opdc.london.gov.uk (contact) Victoria Hills, CE OPDC
3.	Devolved WLA Health and Work Programme <i>Agree an approach to commissioning a devolved work and health programme in the sub-region and support the active involvement of west London boroughs and other local partners to ensure the Programme is designed and commissioned in line with local priorities</i>	Dan Gascoyne, Director of the West London Alliance
5.	Economic Prosperity Board Forward Plan <i>For review by the Board</i>	
21 September 2016		
1.	The London Plan <i>Reviewing implications for West London from the new GLA administration and the London Plan</i>	Growth Director - TBC
2.	Post 16 Education and Training Area Review <i>Summary of recommendations and recommendations from the pan-London Steering group</i>	Cath Shaw
3.	Business Engagement in West London <i>Ensuring effective and meaningful engagement with, and support, for businesses in west London</i>	Brendon Welsh – growth Director – Hounslow West London Business (tbc)
4.	Employment & Skills Devolution in West London <i>Progress on the design and joint commissioning of employment support and the devolution of the Adult Education Budget</i>	Cath Shaw – Growth Director - Barnet
5.	Economic Prosperity Board Forward Plan <i>For review by the Board</i>	Chair of Growth Directors - TBC

Subject	Summary	Author
7 December 2016		
1.	West London Jobs and Skills Programmes – transformation pilots <i>Initial evaluation of the Working People, Working Places; Skills Escalator; and Opportunities for Young People programmes</i>	Growth Director - TBC
2.	West London Mental Health & Employment Trailblazer Early evaluation of programme performance and implementation update	tbc
3.	Employment & Skills Devolution in West London <i>Progress on the design and joint commissioning of employment support and the devolution of the Adult Education Budget</i>	Cath Shaw
4.	Airport Capacity <i>Implications from the Government's expected decision in response to the Airports Commission recommendations</i>	Brendon Walsh
5.	Economic Prosperity Board Forward Plan <i>For review by the Board</i>	Chair of Growth Directors - TBC

Items to be considered for inclusion, date TBC

- Proposal for delivering Work and Health Programme
- To agree the West London position and approach to Business Rates Devolution
- To agree Infrastructure priorities
- Skills devolution
- Opportunities arising from the One Public Estate programme
- Agreeing
- Review of the Committee's Functions and Procedure Rules
- Housing devolution
- Vision for Growth Annual Report

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