

West London Economic Prosperity Board

Chair's Annual Review 2017



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Chairman's Foreword

“It’s been a year of progress for local government in West London, building on our recognition – across borough boundaries – that there are areas that we excel in when we work together with a shared purpose to serve our residents, businesses and visitors with a single voice.

The Prosperity Board has shown that we have been proactively looking for opportunities and been quick to respond to opportunities that have come our way, for instance working with London government, particularly TfL, to unlock the West London Orbital rail scheme. In September I and my fellow leaders inspected the length of this exciting new route with the Deputy Mayor for Transport, Val Shawcross, and I sensed a real feeling of shared purpose to make this scheme a reality.

Over the last year we have launched a major new Work and Health programme, making use of devolved government resources to help more than 10,000 people in to work. We’ve established London’s first Skills and Employment Board, bringing together for the first time colleges, universities, businesses and the NHS to help ensure people from every community and background are able to find work, and business can find the best possible employees from the local community.

I know that under the leadership of the incoming chairman the Prosperity Board will go from strength to strength in the year ahead, building on our successes to date. Perhaps some areas of focus will include making the most of devolved business rates in a way that supports growth, responding to the rising challenge – and opportunity – of automation in sectors like hospitality and logistics, and bringing new investment into the sub-region.”

Cllr Muhammed Butt
Leader of Brent Council

Board's achievements at a glance

In 2017 the Board has:

- worked successfully with London's deputy mayors to advise and **influence the Mayor's emerging policies** and strategies for London, for instance, on transport, housing and the London Plan
- demonstrated the feasibility of **West London orbital rail**, won the political backing and begun the work for programmatic, financial and technical support to deliver over the next 5 years.
- commissioned the Shaw Trust to successfully deliver West London's £26m **work & health programme** contract package over three years
- commissioned Twining Enterprises to deliver West London's **mental health & employment** trailblazer, piloting IPS therapies to help 1,000 people who might otherwise struggle with work
- developed the overarching West London Vision for Growth, with a range of public and private partners to launch a **skills, employment & productivity strategy** and delivery plan for 2018
- procured a joint **strategic housing market assessment** for seven planning authorities, to get a consistent understand of the opportunities for more affordable homes in West London
- helped over 214 people in just the first five months of running the **rough sleeping prevention** project, assessing risk and stepping in before people find themselves on the streets

2017 in Numbers

GROWTH, EMPLOYMENT & SKILLS	£1.25bn Total economic benefits of West London orbital rail scheme	13,000 people to benefit from the West London work & health programme	120 people on West London supported internships	£200,000 cashable efficiency savings from boroughs jointly commissioning local plan evidence	£450 increase in people's monthly incomes from skills escalator	2.2 to 1 Benefit-to-cost ratio from West London orbital rail scheme. This represents high value for money
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The Economic Prosperity Board

The **Economic Prosperity Board** was established in late 2015 with representation from six of the WLA boroughs and with an open door for Hillingdon to join. As the name suggests, the Board is dedicated to collaboration on all things to do with economic development, growth, housing supply, employment and skills. Chairship of the committee rotates annually, with Cllr Muhammed Butt, leader of Brent Council in 2017 acting as Chair to February 2018.

This document is intended to highlight some of the notable achievements of the Board under the current Chairman, and to suggest some areas that leaders may wish to focus on in the year ahead.

GROWTH, EMPLOYMENT & SKILLS

During 2017, the Board has focussed on the key activities needed to deliver the Vision for Growth action plan that was agreed in late 2016 and is summarised in the diagram, below.

It would be simplistic to say we had moved everything from ‘planning to delivery’ across the breadth of the programme, but through effective partnership-working, we have made definite progress towards our intended real-world impacts.

Our approach to delivering a class-leading and now widely-recognised economic development programme, cutting across borough boundaries, is focussed on pragmatism: identifying and delivering on areas where we can build a consensus and where boroughs are willing to speak with a single voice to external agencies such as Government departments, the GLA, Transport for London, the LGA and London Councils.

Through this approach, West London boroughs have already had considerable influence on both the London and national stages and secured significant resources to make things happen and to get the best possible results for local residents and businesses. The programme has also directly led the delivery of cashable savings to boroughs that can now be reinvested back in to front line services for instance by working together to jointly commission a range of local planning activities.

We acknowledge that the growth, employment & skills programme in and of itself, cannot do everything “in-house” to get such ambitious results, but that by bringing together a breadth of partners of from business, civic society and London and national government, we can influence and focus resources more efficiently and holistically on shared priorities for clear West London benefits.

Our Four Priorities



Our key achievements in 2017:

In 2016, we set out what we wanted to achieve. Here's how we got on in 2017. We wanted to:

- **influence the content of the London Plan, particularly in relation to transport infrastructure, housing, and employment and we would coordinate our activity to agree shared transport infrastructure priorities**

West London has had a significant influence at the London level. For example, in terms of transport infrastructure, significant progress has been made towards bringing the West London orbital rail service closer to reality, notably with inclusion of our proposals in the draft Mayor's Transport Strategy in the summer. Val Shawcross, Deputy Mayor for Transport, joined a cross-party group of West London politicians in September to explore the proposed orbital route for the new line and better understand the considerable potential to reduce congestion, shorten journey times and unlock housing and regeneration along the line from Barnet to Hounslow.

Similarly, the West London economic prosperity board was delighted to welcome Jules Pipe, Deputy Mayor for Regeneration, Planning & Skills to their September meeting, giving West London leaders the chance to discuss and influence the London Plan draft ahead of its publication for consultation. At the same meeting, leaders were pleased to receive the draft West London skills, employment & productivity strategy, which has since informed the development of the GLA's Skills for Londoners strategy through joint consultation in November.



West London leaders and Val Shawcross, Deputy Mayor for Transport, meet in Brentford to discuss the Mayor's Transport Strategy and West London orbital rail, September 2017

We have engaged with over one hundred freight operators and businesses to develop a West London freight plan, which includes an action plan for the delivery of future projects. These include digitalising highway data for open access, looking at opportunities to consolidate freight in West London to free-up land without reducing subregional freight capacity.

And we have developed an inspection methodology and programme to ensure new developments deliver their transport conditions, as set out in their planning consents, for example high priorities like cycle parking and electric charging facilities. Over 300 new sites have been inspected for our boroughs

Establish a new sub-regional skills and employment commissioning function, including an employer-led “Skills Board” to oversee it and develop authoritative insights to support evidence-based decision making

The West London employment & skills board was convened for the first time in April 2017. Its first task was to gather and review evidence, including the recommendations from the FE Commissioner's area review of post-16 education & training, completed in 2016. The board's terms of reference were agreed by the economic prosperity board and membership includes representatives from agencies across the West London skills system, not least a number of employers, suppliers and local authorities. The work culminated in a shared consultation event with the GLA, hosted by Brompton Bicycles,

BELOW: West London and pan-London skills consultation event at Brompton Bicycles Greenford factory in November 2017 and the resulting West London skills, employment & productivity strategy for delivery in 2018 and beyond.



Evaluate the results from the Transformation Challenge Award early adopter projects, making the case for scaling-out and scaling-up wider service reform

The Skills Escalator TCA early adopter project, led by Harrow and Hounslow, was evaluated and showed good results. Helping people working for low wages and living in temporary or private rented accommodation, this project increased incomes through advice, guidance and training opportunities. The evaluation demonstrated a positive return on investment of 3.4:1 and should be the proof of concept needed for similar work in other boroughs.

The Working People, Working Places TCA early adopter project, led by Barnet and Brent, worked in Burnt Oak and on St Raphael's Estate. Recognising people often have several barriers to employment, multidisciplinary teams were organised and targeted at communities with high needs to provide joined up services. Evidence of success was used in co-designing the specifications for the new work & health programme.

Both projects benefited from DCLG transformation challenge award funding and ESF match-funding.

Implement the mental health & employment trailblazer to deliver improved outcomes for people facing barriers to accessing the labour market

Having successfully completed commissioning and procurement, we appointed Twining Enterprises in February 2017 to deliver the mental health & employment trailblazer, as part of a national randomised control trial, testing the individual placement support (IPS) model of employment support for people with common mental health issues.

Encouraged by the main trailblazer and building on the IPS model, we have worked with three WLA boroughs and Job Centre Plus on an additional programme helping

people leaving care. Integrating specialist employment support in local authority teams and linked to Job Centre Plus, the results have extremely good compared to other models and has made the case for funding a further 9 months.

Develop a visible and internationally recognised approach to inward investment that acts as West London's "front door" to the world, delivered through an experienced external partner

We were pleased to appoint White Label Creative as the external partner for West London's inward investment and trade function. Successful in the competitive process, they commenced operations in December 2017, developing an inward investment strategy, identity and brand to reflect West London as the premier place for business and investment and attract sponsorship from key business interests to promote West London's distinctive functional economic area.

Commission the West London work & health programme to support people with complex needs into employment

We successfully negotiated for the Government's work & health programme to be devolved to the London subregions, working closely with London government. This has resulted in £16m of Department of Work & Pensions funding secured for West London, with additional match-funding from the European Social Fund, bringing the total value of the contract package to £27m over five years. And following the successful summer procurement process, lead authority Ealing Council was pleased to confirm the appointment of the Shaw Trust in October 2017.

Work with health and other public services to make better use of public land through a coordinated approach to estates and property, to help increase housing supply

We have recently been awarded over £300k from the Cabinet Office and LGA-run One Public Estates programme. Our successful bid includes eight projects across four boroughs and comes to the largest OPE cash grant in the UK. The programme will bring together work on housing, infrastructure, health and wellbeing, providing opportunities to unlock significant new development sites on public land. With coordinated planning and creative urban design, sites may have clever, complementary and more efficient mixed uses for new homes, employment spaces and smarter, collocated or integrated public services. The boroughs involved are: Ealing, Hammersmith & Fulham, Harrow and Hounslow; and a DCLG announcement about a further funding award for supporting capital monies, is expected in January 2018.

Other achievements in 2017

Other achievements have included: West London boroughs engaging collectively to have a shared position on the retention of business rates and wider financial devolution, working with London Councils to submit a joint response to the Government's consultation in February 2017.

Working with a range of employers supporting the training of young people in much-needed roles and offering jobs to young people graduating through supported internships. One example is Project SEARCH at Imperial College Healthcare NHS Trust, now in its second year. With 80% of year one interns now in paid employment, representing a significantly higher rate compared to similar schemes.

Working with chief planning officers, we have started joint procurements for a suite of local plan evidence products. Taken together, these are expected to support local spatial planning decision-making with a consistent, up-to-date and timely local and subregional evidence-base. When completed, it should also generate efficiencies in the order of £300k. Products include strategic housing market assessments; strategic flood risk assessments; employment land availability assessments; and potentially a small sites-focussed strategic housing land availability assessment.

Some areas we have said we will focus on in 2018:

In summer 2017 the Prosperity Board received its annual report, which highlighted a number of areas for focus in the year ahead:

- manage the delivery of the work & health programme by Shaw Trust, benefitting more than 13,000 people over the next five years
- continue working with London and national government and Network Rail on delivering the ambitions for the West London orbital rail line. We hope to see the WLO featured in the final Mayor's Transport Strategy and the London Plan and to secure the resources required for the next phase of activity
- further influence the Skills for Londoners commissioning plans, to ensure a fair share of the £400m adult education budget (AEB) for London is invested in a way that delivers the best possible outcomes for residents; businesses, and the local economy in West London
- continue to engage with the significant opportunities for financial devolution, ensuring different tiers of government are aligned with an agreed set of priorities for delivery, including the work with London Councils and the GLA on devolution and retention of business rates
- develop options for road schemes within West London that will have economic benefits e.g. reducing congestion, for instance, the orbital A312 road system, serving the outer WLA boroughs
- deliver phase two of the nationally recognised supported internship programme

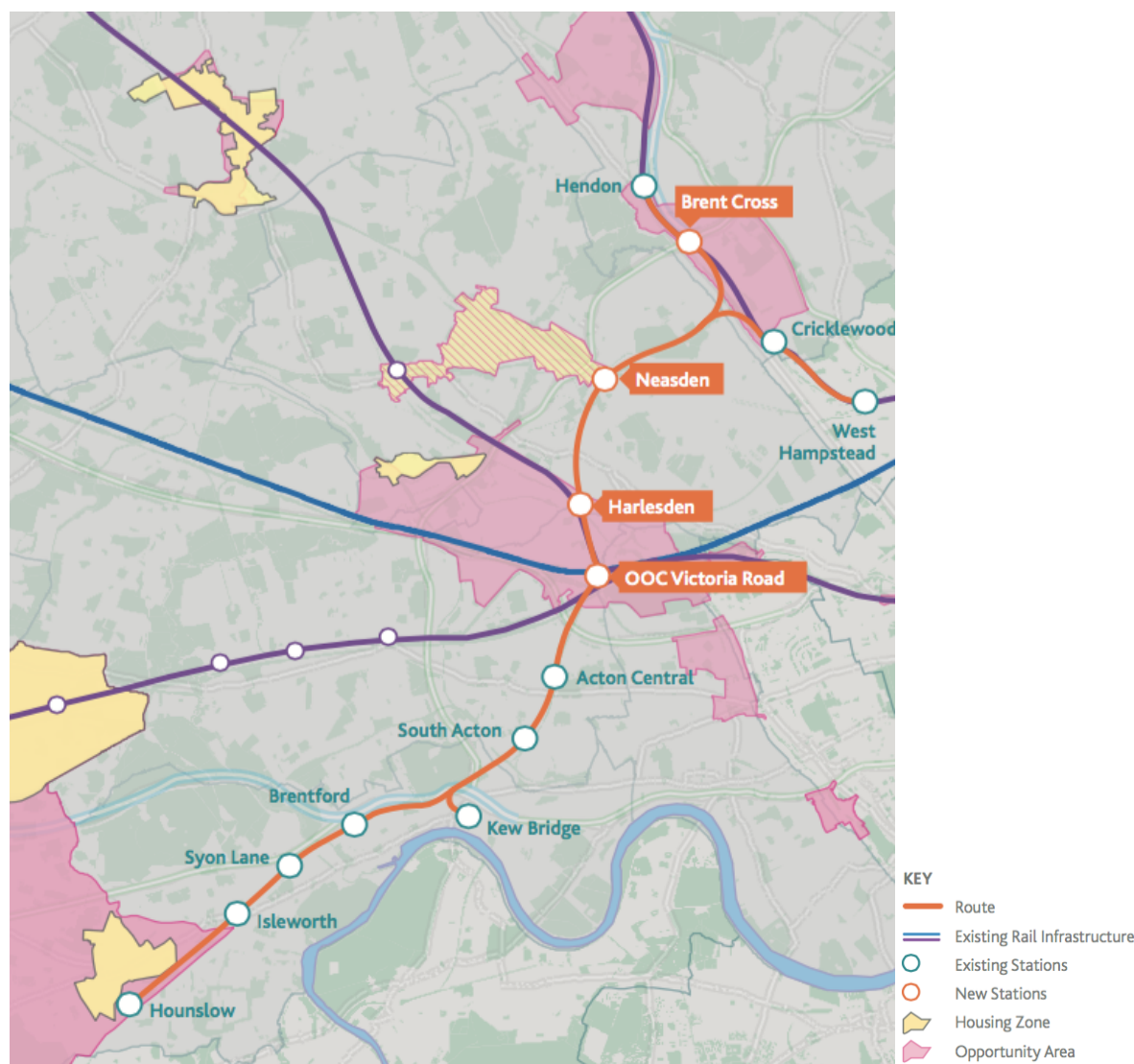
- Work with City Hall to ensure alignment of West London and pan-London priorities via the London Plan, Mayors Transport Strategy, and borough Local Plans.
- Deliver a completed Strategic Housing Market Assessment, Flood Risk Assessment and Gypsy and Traveller Needs Assessment for West London, and use these to influence decision making by London and national government, as well as deliver cashable savings for WLA boroughs.
- Support an innovative electric bike sharing scheme working with businesses and universities.
- Continue to develop links with the business community and networking organisations, including Chambers of Commerce, West London Business, SMEs, and big businesses to ensure the West London growth programme retains a strong focus on what matters most to the sub-regional economy.

CASE STUDY: delivering the orbital transport infrastructure West Londoners need

In early 2015 West London leaders identified orbital transport infrastructure as a shared priority for them. Work was subsequently undertaken with TfL and Network Rail into the feasibility of a “West London Orbital” line connecting over 100,000 jobs and 65,000 new homes across 15 miles of West London, as well as potentially unlocking brand new high-quality communities along its length.

The result of this work has been positive to date, demonstrating the influence groups of councils can have when they speak with a single voice, and has allowed discussions to continue with London government and TfL at a greater level of detail. The next steps on this project will be to formalise the project and move it to delivery phase in 2018.

The “West London Orbital” Railway



CASE STUDY: supported internships in West London

West London is at the forefront of successfully supporting young people with learning disabilities and autistic conditions into employment, investing in the development of new internships, as well as raising awareness and expectations of employment, through a series of communications and events aimed at young people, schools, colleges, parents and carers and the business community.

The WLA success rate in placing young people in employment has been high and supported internship places will grow from 62 places in 2015 to over 200 by 2019, with over 60% of interns progressing into paid employment.

The WLA is working with a range of employers supporting the training of young people in much-needed roles and offering jobs to graduates of the project. Employers are seeing the many benefits of working with interns and the positive impact for the business and its employees.

Project SEARCH at Imperial College Healthcare NHS Trust is now in its second year, with 80% of year one interns having gone into paid employment.



Maulika (pictured) is a ward hostess and has gone from being very shy to being confident enough to speak about her experience at hosted events. Maulika is friendly, hard working and organised and has a great rapport with the patients she serves on her ward. Her supported internship has helped staff understanding those with learning disabilities and has embraced NHS widening participation and inclusion initiatives.

Delivering the Plan – Committee Scorecard

Productivity, Skills and Employment

Activity	Progress	Narrative
Undertake Area Review of Further Education provision, based on best possible labour market forecasting	Complete	Area review completed. The review process has influenced the scope and composition of the West London Skills Commissioning Board
Finalise skills devolution deal	Ongoing	Ongoing. Sub-regions are coordinating activity to influence the content and priorities in Skills For Londoners. There have however been delays at the London-level
Complete the current employment pilots for Working People Working Places, the Skills Escalator, and the Mental Health Trailblazer	Nearing completion	All TCA pilots underway. Initial evaluation for Skills Escalator completed and being used to influence GLA strategy and borough approaches.
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.	On track	Service procured and due to launch 28 th February 2018. Shaw Trust (provider) attended the EPB in November 2017.
Support development of West London Apprenticeship Training Agency (led by West London colleges)	Under review	Not started. This will be reviewed by the Skills Commissioning Board in the coming year.

Infrastructure

Activity	Progress	Narrative
Model the current and future costs to the economy associated with inadequate orbital transport infrastructure and identify cost effective solutions	Complete	Competed in March 2017 by Regeneris and JMP-SYSTRA. Findings informed approach to orbital transport and Dudding Hill project.
Influence content of forthcoming Mayor's Transport Strategy the Sub-Regional Transport Plan	On track	Leaders have written to Deputy mayor for Transport in relation to orbital transport being included in the MTS. Meeting between her and leaders arranged for 26 July.

Boosting Housing Supply

Activity	Progress	Narrative
Engage with delivery of wider housing devolution in London and consider a West London development vehicle if required as part of the devolution	Under review	Ongoing dialogue with Pan-London work underway. It is currently too early to say how the West London approach should align with any Pan-London development vehicle.
Develop and initiate delivery of the One Public Estate Programme to create space for housing and employment	On track	Successful joint bid secured the largest cash award in the country to bring forward sites; re-scoping completed with partners in line with grant award and recruitment to OPE coordinator planned.
Work with the Old Oak Common and Park Royal Development Corporation (OPDC) to deliver significant levels of new housing.	On track	Discussions ongoing with OPDC in relation to master planning, strategic planning, transports, skills and housing.

A Competitive Economy

Activity	Progress	Narrative
Modelling past, present and 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	Complete	WLA worked closely with London Councils to respond to the national consultation on BR Devolution in May 2017. Awaiting next steps from Government.
Review approaches to inward investment and agree scope of work.	On track	Provider selected, soft launch planned for late February 2018.

Align existing West London Procurement Strategy with Vision for Growth, particularly in relation to supporting local businesses	Scoping phase	Initial discussions between the Growth Programme and West London Procurement Board. Programme to be developed in latter half of 2017.
Identify approaches to supporting economic and business growth through developing closer partnerships between universities and business.	Ongoing	This work is being incorporated into the inward Investment and Trade procurement.
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	Scoping phase	Chief Planning Officers are jointly commissioning a West London Employment Land Study.