

LONDON BOROUGH OF EALING



The West London Economic Prosperity Board

Venue: Board Room, London First, Middlesex House, 34-42 Cleveland St, W1T 4JE

Date and Time: Wednesday, 18 September 2019 at 15:00

Membership

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

AGENDA

Open to the Public and Press

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

4	Matters to be Considered in Private	-
	Item 8 (Appendix A) contains information that is exempt from disclosure by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.	
5	Minutes	-
	To approve as a correct record the minutes of the meeting held on 19 June 2019.	
No.	Minutes of the Meeting Held on 19 June 2019	3 - 6
6	Shared Transport Priorities	7 - 10
7	West London Orbital - Progress and Next Steps	11 - 20
8	Update on WLA Health and Employment Programmes	21 - 46
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10	Strategic Investment Pool 2019-20	59 - 74
11	EPB Work Programme	75 - 80
12	Date of Next Meeting	-
	The dates of the meetings for the remainder of the Municipal Year 2019/20 are:	
	20 November 2019	
	26 February 2020	

West London Economic Prosperity Board

Held in the Board Room, London First, Middlesex House, 34-42 Cleveland Street,
London, W1 4JE.

Wednesday 19 June 2019 at 10am

Minutes

PRESENT:

Councillors: Bell (Chair, London Borough of Ealing), Tatler (London Borough of Brent) and Henson (London Borough of Harrow).

ALSO PRESENT: Niall Bolger (Chief Executive, London Borough of Hounslow), Richard Brown (Centre for London), John Cox, (member of the public) Andrew Dakers (CEO West London Business), Amar Dave (Strategic Director Regeneration and Environment – Brent), Paul Najsarek (Chief Executive – Ealing), Linda Zimmerman (Democratic Services – Ealing), John Hooton (Chief Executive - London Borough of Barnet), Andrew Barry-Purssell, David Frances, Luke Ward (West London Alliance), Paul Walker (Corporate Director- Harrow).

Presentations by: Ben Rogers and Richard Brown from the Centre for London.

1. Apologies for Absence and Welcome

Apologies for absence were received from Councillor Cornelius (Barnet), Councillor Thomas (Barnet), Councillor Cowan (Hammersmith and Fulham), Councillor Fennimore (Hammersmith and Fulham), Councillor Curran (Hounslow) and Councillor Rajawat (London Borough of Hounslow)

John Dickie, Director of Strategy and Policy – London First welcomed WLEPB members to their offices.

2. Urgent Matters

There were none.

3. Matters to be considered in private

There were none.

4. Declarations of Interest

There were none.

5. Minutes

Resolved:

That the minutes of the meeting of the West London Economic Prosperity Board held on 27 February 2019 be agreed and signed as a true and correct record.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.

6. External Speaker- Centre for London

Resolved:

That the Board:

- i. notes the interesting and informative presentation from Ben Rogers and Richard Brown from the Centre for London.
- ii. Identifies the following themes:
 - Long term thoughts for London and new model of growth
 - Technology and climate emergency sub groups
 - Inclusivity as new models emerge
 - Skills
 - In work progression – individual learning accounts
 - Mismatch on skills agenda
 - Forensic analysis and;
- iii. requests that the West London Growth Directors Board consider how to deliver the themes identified in this discussion, reporting back to the WLEPB in due course and consulting the centre for London as appropriate.
- iv. requests that the slides from the presentation be circulated to members.

7. West London Vision For Growth

Resolved:

That the Board:

- I. notes the approach to building on the Vision for Growth, including potential for alignment with the Local Industrial Strategy (para 2.6 of the report) that is being developed by the GLA; list of stakeholders being consulted (section 4 of the report); and emerging themes (section 5 of the report).
- II. notes the timeline for development set out in section six of the report; the draft vision document to be considered by the WLEPB in September and the publication of the final strategy in early 2020.

8. Strategic Investment Pool 2019/20

Resolved

That the Board:

- i. notes that the City of London Corporation (CoLC), in coordination with London Councils, has announced the launch of a second year's round of Strategic Infrastructure Pool (SIP) funding for 2019/20, worth c.£40m across London.
- ii. notes that the final deadline for bids is 4 September 2019 following a period of bid development throughout June and July 2019.
- iii. identifies the following themes of particular interest to be developed in further detail by officers:
 - Skills
 - Digital
 - WLO

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.

- Town centres and inform bids submitted as part of the current round of SIP funding.
- iv. agrees to delegate to West London Growth Directors Board, following email confirmation from the members of the WLEPB, the further development of SIP bids over Summer 2019, and for the final bids to be submitted by the WLA Director following approval by West London Chief Executives Board.

9. West London Orbital Progress and Next Steps

Resolved:

That the Board:

- i. notes progress in development of the strategic outline business case for the WLO.
- ii. notes that the final decision on starting the next phase of work on the project business case, focussing on detailed feasibility, would be published soon.
- iii. notes the informative contribution of John Cox, member of the public.

10. Inward Investment Update

Resolved:

That the Board:

- i. notes the main body of the report setting out progress delivering the scheme over the last six months, and appendix one of the report, which sets out the key outputs of the Growth Summit that took place in October 2018.
- ii. requests a review of KPIs and governance arrangements for Capital West London to achieve an understanding of the added value gained by Capital West London.

11. WLEPB Work Programme, June 2019

Resolved:

That the Board:

- i. agrees the work programme as attached to the agenda.
- ii. notes that the date for the meeting in September 2019 would be confirmed with members to accommodate Heidi Alexander, Deputy Mayor of London for Transport and Deputy Chair of Transport for London who has been invited to speak at the September WLEPB meeting.
- iii. agrees that Nick Hurd, Minister for London, be invited to the November WLEPB meeting.

12. Date of Next Meeting

Resolved:


- i. That the next meeting of the West London Economic Prosperity Board will be held in September 2019 – date to be confirmed – venue – Board Room, London First, Middlesex House, 34-42 Cleveland Street, London, W1 4JE.
- ii. Dates of WLEPB meetings for the remainder of this municipal year:
 - September 2019– date/ time to be confirmed
 - 20 November 2019 at 10am
 - 26 February 2020 at 10am

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.

Councillor Julian Bell, Chair (London Borough of Ealing)

The meeting concluded at 12noon.

The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of this Committee.

	<p style="text-align: center;">West London Economic Prosperity Board 6</p> <p style="text-align: center;">18 September 2019</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Shared Transport Priorities</p>
<p style="text-align: center;">Report of</p>	<p>Paul Najsarek, LB Ealing</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>None</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Luke Ward, Head of Growth, Employment & Skills, West London Alliance, E: wardlu@ealing.gov.uk, T: 07738 802929</p>
<p>Summary</p>	
<p>The purpose of this item is to enable the Board to engage in a discussion about shared sub-regional and London priorities in relation to sustainable transport infrastructure and associated new housing and jobs growth.</p> <p>The item will enable the Committee to identify any specific themes or actions that it would like to take forward in partnership with colleagues from London Government, or to incorporate into its Forward Work plan for further development and future focus.</p> <p>The Committee will be joined by the Deputy Mayor for Transport, Heidi Alexander who will give an overview of her priorities, particularly in relation to the West London Orbital and the Mayor's Transport Strategy, followed by an opportunity for wider discussion and to identify any issues of particular interest to be taken forward.</p>	

<p>Recommendations</p>
<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Note the presentation by the Deputy Mayor for Transport, Heidi Alexander. 2. Identify, in discussion with the Deputy Mayor, any actions or issues of shared interest that the WLEPB considers should be incorporated onto its Work Plan. 3. Delegate to West London Growth Directors Board the delivery of any actions identified in this discussion.

1. WHY THIS REPORT IS NEEDED

- 1.1 A key objective of the West London Economic Prosperity Board (WLEPB) is to work with external organisations to influence public and private sector decision making, policy, and priorities in relation to the economic growth agenda at the London and national levels.
- 1.2 This item provides an opportunity for the WLEPB to hear from the Deputy Mayor for Transport, Heidi Alexander, in relation to transport and other priorities for her. It is also intended to support the WLEPB to identify any areas of shared interest that it may want to take forward together with partners in TfL.
- 1.3 Any actions identified in the discussion will be incorporated into the Forward Plan of the WLEPB, including if appropriate a refreshed version of the Vision for Growth.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To inform the Forward Plan and future priorities of the WLEPB and to ensure they are properly connected to borough-level priorities.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 n/a

4. POST DECISION IMPLEMENTATION

- 4.1 Any actions identified by the WLEPB will be incorporated into the Committee Work Programme and refreshed Vision for Growth

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The West London Vision for Growth includes a theme on developing a Competitive Economy, Productivity and Skills, and Infrastructure of all kinds, all of which are relevant to this discussion.

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

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

5.3 Legal and Constitutional References

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

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

the economic prosperity agenda.

- Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.

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

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

12.4 **Risk Management**

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

12.6 **Equalities and Diversity**


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

5.5 **Consultation and Engagement**

5.6 This is a discussion item.

6. **BACKGROUND PAPERS**

None

	<p style="text-align: center;">West London Economic Prosperity Board 7</p> <p style="text-align: center;">18th September 2019</p>
<p style="text-align: right;">Title</p>	<p>West London Orbital – Progress and Next Steps (Standing Item)</p>
<p style="text-align: right;">Report of</p>	<p>Amar Dave, LB Brent</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>APPENDIX ONE: Strategic Outline Business Case for the West London Orbital: APPENDIX TWO: West London Orbital Press Release</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Andrew Barry-Purssell, West London Planning Policy and Infrastructure Delivery Manager, West London Alliance, E: barrypurssella@ealing.gov.uk; T: 07525 388237</p>
<p style="text-align: center;">Summary</p>	
<p>This report provides the Board with an update on work with regard to the proposed West London Orbital (WLO) Overground rail line. Since the Board's meeting on 19 June, the Deputy Mayor for Transport (who will be attending this meeting) has formally announced the decision to start the next phase of work on the project business case - focussing on detailed project feasibility, including work on project funding/financing and the economic development benefits of the project. In addition to this, A strategic investment pot bid has been made to fund the further development of the project.</p>	

Recommendations	
<p>Leaders are asked to:</p> <ul style="list-style-type: none"> (i) NOTE progress in development of the business case for the WLO; and (ii) IDENTIFY any additional actions or activities for consideration not already identified within the WLO programme, particularly in building stakeholder support for the project. 	

1. WHY THIS REPORT IS NEEDED

- 1.1 The WLEPB has consistently identified the West London Orbital (WLO) Overground rail line as a proposal of shared, strategic priority for West London,

integral to the development and sustainable growth of the sub-region. Joint working with TfL and the GLA has ensured that the WLO is included in the Mayor's Transport Strategy, TfL's 2018-19 Business Plan and the draft London Plan. The Board has agreed that progress and next steps relating to the WLO should be a standing item on its agenda, something suggested by the then Deputy Mayor for Transport at its meeting with her in summer 2017.

- 1.2 Since then, the WLA and West London boroughs have worked closely with TfL/GLA and Network Rail in drawing up the business case for the project and ensuring it is reflected in boroughs' local plans. The first stage of this work is now complete; its outcome is set out in a strategic outline business case published in June. The Deputy Mayor for Transport and Transport for London have confirmed that the next stage of work on the project, to further refine the business case and focussing more on feasibility, will now proceed – a decision the WLA has publicly welcomed (See Appendix Two). This next phase of work will be jointly funded and commissioned by TfL and the WLA and is currently being scoped out and commissioned. This report outlines the areas of work that will be carried out over the coming months to take the project forward.

2. DEVELOPING A BUSINESS CASE FOR THE WLO

- 2.1 West London Alliance (WLA) boroughs have been working with Transport for London (TfL) and Network Rail to develop the business case for the WLO, building on previous work commissioned by the WLA. The first stage of this work concluded with publication of a "strategic outline business case" (SOBC), which was published in June (See Appendix One). This is a baseline report, following the formal methodology set out in the Treasury "*Green Book*", with five elements (addressing strategic, economic, commercial, financial and management aspects). It sets out the objectives for the WLO and explains how it will meet them:

Objective A – New homes & jobs	Objective B – Orbital transport connectivity	Objective C – Public transport capacity
Enable the delivery of new homes and jobs in west and northwest London in line with the principles of Good Growth (MTS Policy 21)	Enhance orbital public transport connectivity to and between major trip attractors in west London (e.g. town centres and Opportunity Areas at Old Oak, Burnt Oak/Colindale, Brent Cross and the Great West Corridor) to support mode shift towards active, efficient and sustainable modes, and west London's continued economic growth	Enhance public transport capacity in west London to relieve pressure on existing corridors and ensure resilience of the public transport network as population grows

- 2.2 In short, the SOBC confirmed that there is a strong case for the scheme to be taken forward to the next stage of business case development. It showed that the WLA had the potential to address the three critical strategic issues facing West London by helping to bring land into use for housing and employment,

providing the connectivity needed to address public transport severance and delivering benefits to the wider transport system, including users of existing rail lines and the road network. It confirms that on the basis of work to date the WLO would provide medium- to high value for money. No insuperable technical obstacles (show-stoppers) were identified from a high-level technical assessment of work previously commissioned by the WLA on issues such as engineering complexity, constructability and key dependencies and risks.

- 2.3 The SOBC identifies areas for further work in later stages of the business plan process. These include 1) further work to identify the preferred service pattern and the need for additional infrastructure, including new stations; 2) development of a financing strategy; and 3) options to close the subsidy gap in meeting operational costs.
- 2.4 The Chair of the WLEPB issued a press release welcoming completion of the work and the decision to move to the next stage of work to develop the case for the WLO. This is attached as Appendix Two to this report.
- 2.5 The SOBC is available from the Transport for London website (Also see Appendix One: <http://content.tfl.gov.uk/west-london-orbital-strategic-outline-business-case.pdf>).

3. NEXT STEPS

- 3.1 The next stage of work will establish the feasibility of the project. It will focus particularly on higher risk technical issues and include studies covering:
 - Operational issues, including maintenance and rolling stock.
 - Level crossings along the route, including Bollo Lane and Acton level crossing.
 - Traction power options, including identifying how much power will be required for the operation of the WLO. The Dudding Hill line is not electrified. The MTS says that all trains should use zero emission power by 2050 and TfL are currently phasing out their remaining diesel trains on the Gospel Oak-Barking line. The SOBC suggests examining options for battery-powered trains for the non-electrified portion of the route; these are already in use in Japan and are being considered for use in Austria. Consideration will be given to longer-term options for full electrification in line with national strategies for rail freight.
 - A timetable assessment testing the capacity of existing and proposed new infrastructure to carry the additional traffic proposed.
 - An infrastructure assessment examining the engineering feasibility of improvements required at Acton Wells Junction (between the Dudding Hill and North London lines) and signalling updates along the route.

These are currently being scoped out and commissioned in conjunction with Network Rail.

- 3.2 There will also be studies dealing with:

- Funding and financing strategy and options. This will examine the options for funding the construction and operation of WLO, drawing on experience of other major transport projects in London and elsewhere. It will identify the practical steps required to be taken and provide a basis for discussion with national government and other stakeholders.
- Economic benefits: This will provide a narrative explaining – and so far as possible, quantifying – the wider economic benefits of the WLO, explaining why it is needed to deliver the scale and type of growth likely in West London over the next decades. This will be carried out with the degree of rigour typically used in transport analysis and will ensure all the project's economic benefits are identified and properly taken into account.

These studies will be led and funded by the WLA, with procurement and commissioning support provided by TfL.

- 3.3 At time of writing, the scope of the technical studies is being finalised. The economic benefits and funding/financing studies are out to tender.
- 3.4 This stage of work is projected to take 9 months. Transport for London's current financial position means it cannot commit to funding all the work involved. The WLA will be making both financial and "in kind" (officer time) contributions. For example it is also making a bid to the Strategic Investment Pot (SIP), funded from retained business rates, to enable it to provide match funding to enable the project to be taken through the remaining business case stages up to the making of an application under the Transport and Works Act 1992 for powers to implement the WLO.
- 3.5 The WLA SIP bids are the subject of another report on the EPB agenda. In short, the WLA bid is for £3.6 million with additional match in principle from TfL, which would be used to fund:
- Match-funding for the costs of developing the WLO business case up to the point at which an application for powers is made. This includes an element to fund the (at least) two rounds of public consultation likely to be involved.
 - Funding for borough masterplanning of areas served by the WLO, whether directly or by interchange. This work is intended to ensure that the growth and community development potential supported by the WLO is maximised (particularly important given that the project may well be funded in part by s106/CIL) and to ensure the most is made of opportunities to promote sustainable and public transport use.
- 3.6 The WLA is also looking at opportunities to further promote the WLO and build support for its development and implementation. Further details will be given at the meeting.
- 3.7 Relatedly, the WLA has been tendering for consultants to prepare a West London Strategic Infrastructure Delivery Plan (SIDP). This is intended to identify

strategic infrastructure priorities required to support West London's growth in the period 2020-35 and into the 2040s and 2050s. It will cover all forms of infrastructure, including transport. This will look at priorities beyond the WLO, but also at measures complementing the WLO that will help it maximise local benefits and ensure its effective integration with the wider sub-regional transport networks. A report on the appointment of consultants and the project inception will be given at a future meeting of the WLEPB; the Board will be kept informed of the study's progress.

4. REASONS FOR RECOMMENDATIONS

- 4.1 Projections of the London population and economy into the 2030s and 2040s show that transport infrastructure is likely to become an increasing constraint on growth. There are already issues of poor orbital connectivity and congestion across West London; over time these will reduce the scale of growth possible on a sustainable basis and undermine the sub-region's competitiveness, social outcomes and quality of life. The recommendations in this report are part of a strategic approach to addressing these issues by providing a much-needed item of transport infrastructure connecting places where existing and new communities will live and work.

5. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 5.1 The work done to prepare the strategic outline business case for the WLO has examined all the alternative options for making orbital journeys across West and north-west London that might deliver the three strategic options of enabling new homes and jobs; improving orbital transport connectivity; and enhancing public transport capacity in West London to tackle congestion and ensure resilience as the population grows. The WLO proposal reflects the outcome of that analysis.

6. POST DECISION IMPLEMENTATION

- 6.1 The project development programme will be refined and defined in further detail. In particular the programme of detailed work that will be carried out in the short- to medium term is being agreed with Transport for London. The outcomes of this work will be incorporated into the medium and longer-term planning activity of individual West London boroughs and of the WLA.

7. IMPLICATIONS OF DECISION

a. Corporate Priorities and Performance

- 7.1 The West London Vision for Growth highlights improved orbital transport infrastructure as a priority for the Sub-Region.

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

- 7.2 Delivery of the WLO will require significant resourcing should it progress. This will be sought from a variety of sources; identifying these and the steps required to realise them will be a particular focus of the next stage of work in developing the business case, through a study being taken forward by the WLA as part of the next stage of business case development.

c. Social Value

- 7.3 The proposals set out in this report support improved health and wellbeing outcomes for West London's people and the enhanced competitiveness and success of its businesses by providing greater connectivity and cutting congestion. Better orbital public transport will improve air quality and other environmental issues.
- 7.4 In particular, the WLO will reduce the level of pollution travellers are exposed to compared to equivalent journeys by road. It will improve journey times, giving greater access to better paying jobs and so boosting disposable incomes. More specifically, the WLO will enable people living in areas of higher deprivation and lower incomes to access the 100,000 new jobs expected to be created in major regeneration opportunities at Brent Cross, Old Oak/Park Royal, Wembley and Hounslow.

d. Legal and Constitutional References

- 7.5 This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- 7.6 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.

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

e. Risk Management

- 7.8 The risk of not taking early action to improve connectivity across West London is that growth will be lower and of a poorer quality than would otherwise be the case – resulting in fewer new homes and jobs for a growing population, a smaller tax base and lower investment and quality of life than would otherwise be the case.

f. Equalities and Diversity

- 7.9 This work currently has no direct equality or diversity implications. If delivered, however, the WLO would connect many of the sub-region's most deprived communities with employment opportunities and growth areas. This will enable them to access job and other opportunities at a lower cost and more quickly than would be possible by other forms of public transport or the private car. A full Equalities Impact Assessment would be carried out as the project proceeds to formal approval.

g. Consultation and Engagement

- 7.10 This work does not currently involve public consultation, although this is something that will take place in the next stages of business case development and the bid being made by the WLA for strategic infrastructure pot funding includes an element to fund this area of work. All West London boroughs, the GLA, TfL and the Old Oak/Park Royal Mayoral Development Corporation and representatives of local businesses have been engaged with development of the project to date. As the project proceeds a communications strategy will be developed and implemented to explain the project and the benefits it would bring and to build stakeholder. As the project moves towards the point at which public consultation will be required a full community engagement and consultation plan will be developed.

APPENDIX 1

Strategic Outline Business Case for the West London Orbital

<http://content.tfl.gov.uk/west-london-orbital-strategic-outline-business-case.pdf>

APPENDIX 2

WEST LONDON ALLIANCE PRESS RELEASE

Progressing the West London Orbital

The Leaders of the seven West London councils have welcomed the publication of a report which concludes that there is a strong case for further work on proposals for a new orbital rail line – the West London Orbital – which could support delivery of between 8,800 and 29,300 additional homes and space for 23,000 jobs.

The line links key growth areas like Brent Cross, Old Oak and the Great West Corridor, cutting journey times, and giving residents and workers greater choice and convenience when travelling around West London. Cutting orbital travel times will make a huge difference to travel patterns – removing the need to travel in to and back out of central London when going from Brent Cross to Hounslow will open up a wide range of new travel-to-work options, broadening employment pools for West London based companies.

The findings are set out in a detailed strategic outline business case published by Transport for London (TfL).

The proposed West London Orbital (WLO) rail line would form part of the London Overground network, connecting a number of existing lines to create a brand-new route for West and North London that would also return the four mile long Dudding Hill line between Cricklewood and Acton to passenger use. The WLO would run from Hendon and West Hampstead to Kew Bridge and Hounslow, stopping at Brent Cross West, Neasden, Harlesden, Old Oak Common, Acton and Brentford.

Working through the West London Alliance (WLA), boroughs have been collaborating with TfL in examining the strategic case for the WLO and its deliverability since autumn 2017.

The first phase of this work has concluded that it “has the potential to address three critical strategic issues facing west and north west London”; bringing land into use for housing and employment; providing much-needed orbital connectivity; and delivering transport benefits by promoting public transport use and tackling congestion on existing services.

It finds that:

- The WLO could support delivery of between 8,800 and 29,300 additional homes and space for 23,000 jobs.
- It would provide orbital transport options in a part of London dominated by radial connections, connecting town centres and growth areas and encouraging use of public transport. At the moment, it takes as long to travel the five kilometres between

Harlesden and Brent Cross as it does to go double the distance, to Southfields in Wandsworth south of the Thames.

- It would enhance West London's public transport capacity, helping to promote sustainable travel, reduce congestion, improve air quality, and making the area's transport infrastructure fit for purpose to meet its future growth.

The report concludes that the WLO might be used for 11.5 million passenger journeys each year. It is estimated to cost £281 million and would be value for money, says the report. Examination of technical, engineering and operational issues have shown there are "no showstoppers" for the scheme at this stage.

In light of these findings, the WLA and TfL have decided that the business case for the line should be developed in more detail, focusing on feasibility, financing and technical issues. This work will take place over the next eighteen months.

Councillor Julian Bell, Leader of Ealing Council and Chair of the West London Economic Prosperity Board said "This is excellent news for West London and really shows what we can achieve when we work together across party and borough boundaries.

"The lack of orbital transport options is a real obstacle to growth here; it's one of the reasons the North Circular has been identified as the UK's most congested road. The WLO is vital to the sustainable delivery of the growth in homes and jobs we and the Mayor want to see in west London.

"The work we have done with TfL shows how the WLO would give west Londoners real choices to travel conveniently, safely and sustainably. It would support growth and link deprived communities with places that will see more jobs. It is central to our vision for West London's growth and wellbeing.

"We appreciate the open and constructive spirit in which TfL have worked with us on the WLO and are pleased that this first stage has come to a successful conclusion. Although we understand that there is still much to do and some real issues that need to be sorted out we look forward to carrying the work forward to the next stage so that this much needed new line can be delivered for our residents and businesses."

Heidi Alexander, Deputy Mayor for Transport, said: "This report is an important step forward in developing plans for a West London Orbital line. It outlines some of the major benefits it will have in delivering more homes and jobs in a growing part of London, while enabling more people in west London to shift their regular journeys from cars onto new well-connected public transport links.

"TfL continues to work closely with the boroughs, looking at how to take the project to its next stage, including how the project could be funded and how best to deliver plans that would make a big difference to people in west London."

Alex Williams, TfL's Director of City Planning, said: "Our early work on the Strategic Outline Business Case has demonstrated that the West London Orbital rail line has the potential to support the delivery of new homes and jobs by providing better public transport connectivity. Further joint work with the West London Alliance will now continue. This will see the business case developed further to help us decide on the next steps, focusing on assessing the feasibility of the scheme and examining options for funding capital costs and balancing operational costs."

Assuming successful completion of the further work on the project, services could start on the WLO in 2026.



West London Economic Prosperity Board ₈

18 September 2018

Title	Update on WLA Health and Employment Programmes
Report of	Update on WLA Health and Employment Programmes
Status	For Information
Urgent	No
Enclosures	None
Officer Contact Details	Paul Najsarek

Summary

This report provides an Annual update on the Progress across the Health and Employment Programmes

Recommendations

Leaders are asked to:

- 1. Note the successes to date across all the Programmes in the portfolio of work**
- 2. Commit to assist providers in integrating services with Local Authority teams; and to develop pathways to Local Authority Jobs and Apprenticeships.**

1. WHY THIS REPORT IS NEEDED

In September 2018, EPB requested an annual report on the WLA Health and Employment Programme, to provide an update and to ensure that WLA Boroughs get the maximum benefit for their residents.

2. REASONS FOR RECOMMENDATIONS

Work and Health Programme – Background

- 2.1 The West London Work and Health Programme is the result of the devolution of employment support from DWP to London. The devolution has allowed WLA to build

a distinctive programme compared to national provision, for example adding Early Access Groups and linking the outcome payment to London Living Wage.

- 2.2 The key difference was having control of the specification for the services. WLA were able to specify services that built on current evidenced-based thinking about what works in getting the hardest to help unemployed people into sustained jobs. A considerable number of benefit claimants across the WLA boroughs have multiple disadvantages and the programme takes a more holistic view of the person. By respecting the preferences of people that come on to the programme we are driving better sustainment rates. In addition, it is a more rapid process than previous interventions,
- 2.3 The service is across in all 7 WLA Boroughs. It commenced on 26th February 2018 and has been running for 17 months. Over the duration of the service, Shaw Trust will work with over 13,000 participants to help them into work.
- 2.4 The service is funded 50% by a grant from DWP; and 50% from ESF matched funding.

Work and Health Programme – Performance

- 2.5 Performance Data on the Programme is published by the Office of National Statistics (ONS) and we are prohibited from publishing statistics on the performance of the programme in West London in advance of their publication. The ONS Statistics are attached at Annex B, together with DWP's accompanying narrative at Annex C.
- 2.6 There has been no date set for release of Outcome statistics at Contract level, but we anticipate this to be in early 2020, at the earliest; with no indication of when official statistics will be produced to borough level. However, based on the previous 3 months level of Job starts; and extrapolating observed sustainment of employment we have a high level of confidence of reaching the contractual level of outcomes, by the end of the Claim Window in July 2024 (60 further months). Also, on DWP's preferred performance measure to the end of June, WLA was the 2nd best performing Region in England and Wales (out of 11)
- 2.7 In the first year of operation, referral rates and starts on programme were key issues. Referrals are now at 100% of profile, with starts on programme now consistently exceeding in month profile and on track to recover to 100% of contract-to-date profile by March 2020.
- 2.8 A Project Change Request (PCR) has been submitted to the Greater London Authority, European Programmes Unit (GLA-EPMU), for an increase in available ESF funding, by £0.600m, which, if successful, will allow Shaw Trust to work with approximately 300 additional participants. This increase in provision has been funded from within the existing ring-fenced grant; with no financial contribution from WLA boroughs.

Trailblazer, (Including IPS Works) – Background and Performance

- 2.9 Trailblazer is an innovative approach to help unemployed patients with Common Mental Illness (CMI) e.g. Anxiety and Depression, to gain employment; using a modification of Individual Placement and Support (IPS). IPS has a track record of successfully helping people with Severe Mental Illness (SMI) (e.g.: Personality Disorders). Trailblazer is one of the first at scale trials of IPS with the CMI cohort. A

key feature of IPS is the joint working between treatment teams and employment specialists.

- 2.10 The Service is running all 7 WLA Boroughs.
- 2.11 The Mental Health Trailblazer, went live in July 2017 funded by a DCLG Transformation Challenge grant, matched by European Social Funding through London Councils.
- 2.12 At the same time, WLA worked with Big Lottery to co-commission an identical service, that covered the parts of the WLA not covered by the Trailblazer provision. This service is termed, IPS Works. In order to avoid confusion, both are reported under the Trailblazer programme.
- 2.13 The IPS Services were originally contracted to end in December 2019, but have been extended to March 2020. Big Lottery have extended the part of the provision they fund until October 2022; and we are currently working with London Councils to extend the share of the Programme funded by WLA and London Councils to the same end date. If successful, and subject to the necessary formal decisions, this will be funded from within the existing ringfenced grants; with no financial contribution from WLA boroughs.
- 2.14 Excluding the potential extensions, the combined services will work with 1800 participants (1050 Trailblazer – 750 IPS Works) with a target of helping 630 gain sustained employment. The cost per participant is c£2000, which is considerably more than previous employment programmes.
- 2.15 As with WHP achieving referrals have been challenging throughout the programme. To end July 2019, 1131 participants have engaged with the provision against a profile of 1431.
- 2.16 To end July 2019 240 participants have started jobs, against a profile of 301.

IPS Service for Unemployed Service Users of Drug and Alcohol Treatment Services – Background and Performance

- 2.17 IPS Service for Unemployed Service Users of Drug and Alcohol Treatment Services (IPS D&A), again takes the success of applying IPS to SMI and is trailing its effectiveness with unemployed people with addictions.
- 2.18 The service is underpinned by a Social Impact Bond (SIB). The IPS D&A service is paid for by the SIB and the funders only repay the SIB, when the IPS D&A service deliver job and health outcomes. There are 19 funders, including the Life Chances fund, 8 CCGs and 8 boroughs.
- 2.19 The Service operates in a total of 8 boroughs. 6 of the 7 WLA Boroughs (excluding Hammersmith and Fulham), together with Westminster; and Royal Borough of Kensington and Chelsea.
- 2.20 The SIB finance is being provided by Mental Health Employment Partnership (MHEP), which is a Special Purpose Vehicle (SPV) of Big Issue Invests (BII). The provider of the IPS service is Westminster Drug Project (WDP).

- 2.21 The services commenced rollout in February 2019 and will run until June 2022. It will work with approximately 1714 unemployed people with addictions and aim to help around 30% into work.
- 2.22 To end July 2019 156 D&A service users have started on the Programme with 23 participants having started jobs, against a profile of 5.

Benefits to Local Authorities

- 2.23 There is a consensus that for someone who has been out of the work place for a considerable time, moving into work has many positive effects, beyond employment itself. For example, the Troubled Families Programme considers someone going into work from a previously workless household provides a large contribution to that family being considered “turned around”.
- 2.24 Clearly the IPS D&A and the Mental Health Trailblazer involves working with hard to help people who have had a considerable period out of the workforce. The eligibility for the Work and Health Programme is broader, but WLA included a number of Early Access Groups (EAG) which are as follows:
- a homeless person
 - a person who is at risk of homelessness
 - a person affected by the Benefit Cap
 - members of families where a child is at risk of becoming Looked After; (Troubled Families)
 - working age adults with disabilities known to Adult Services – i.e.: receiving a package of care
 - working age adults with a mental health condition known to secondary care services
 - a care leaver
 - refugees
 - a carer
 - an ex-carer
 - an ex-HM Armed Forces personnel Participant; HM Armed Forces reservist Participant; or a partner of current or former Armed Forces personnel
 - a person for whom a drug/alcohol dependency (including a history of) presents a significant barrier to employment
 - an ex-offender (someone who has completed a custodial sentence or a community sentence), or offender (someone who is serving a community sentence).
- 2.25 The Manchester New Economy (MNE) Unit Cost Database (Manchester New Economy, 2015)¹ has been quality assured by New Economy in co-operation with HM Government. It “brings together more than 600 cost estimates in a single place, most of which are national costs derived from government reports and academic studies. The costs cover crime, education & skills, employment & economy, fire, health, housing and social services. A number of those cost estimates are relevant to the Health and Employment Programme and for indicative purposes these potential cost savings are set out in the table 1 below.

Table 1

¹ <http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database>

EAG	Detail of Cost / Saving	Estimated Cost / Saving
Homelessness	Homelessness application - average one-off and on-going costs associated with statutory homelessness	£2,656 per application
Temporary Accommodation	Average weekly cost of housing a homeless household in bed and breakfast accommodation	£356 per week
A person with drug / alcohol dependency	Residential rehabilitation for people who misuse drugs or alcohol	£684 per week
Members of families where a child is at risk of becoming Looked After	Child taken into care - average cost across different types of care setting, England, per year	£64,819 per year
Working age adults with a mental health condition	Local authority social services day care for people with mental health problems - average cost per user session	£39 per session

- 2.26 The MNE unit cost database also cites research showing cost savings to the NHS for a person moving into employment, reflecting a significant body of research that employment leads to improved health outcomes. The same does not exist for Local Government functions but by way of example, it seems obvious that an employed person moving into sustained work, who is currently homeless or in Temporary Accommodation, would reduce the costs borne by the Local Authority.
- 2.27 Local Authority Commissioning Officers understand that a person using their services will benefit from being in employment. For example, on the IPS Service for D&A Service users the commissioners have been very enthusiastic; and have found money from tight resources to fund the IPS for D&A.
- 2.28 The profile for the Programme is to have referral split 75% / 10% / 15% between Health and Disability; Early Access; and Long-term unemployed cohorts. At present the split is 68% / 6% / 25%. It is likely that helping people in the early access groups to find employment has the most cost benefit for Councils and we are looking to the 7 Boroughs to drive referrals in this cohort. JCP are looking at ways of referring people claiming Employment Support Allowance (ESA); as historically JCP staff have had less contact with ESA claimants.

Variation in Borough Performance

- 2.29 We believe a key advantage of Devolution to Local Authorities is our better understanding of local conditions; and the network of contacts, with employers and other public sector organisations in our geographies, which allows our Employment teams to drive integration.

- 2.30 However, there is currently a variable performance across boroughs, with the best proactively leveraging the opportunities the Work and Health Programme offers residents; and working with Shaw to source Local Authority Job Opportunities. Some, however, have been slower to grasp the opportunity. Without this we place at risk the goal of being the best Work and Health Programme operation.

Local Employment Initiatives

- 2.31 WLA have been working with Shaw Trust to create employment pathways with large employers in West London. This includes, HS2, NHS, McDonalds and Heathrow. We are also working with Brent and Ealing to create an employment pathway into the Local Authorities and we have a workshop set up in September with Hammersmith and Fulham.

Local Authority Progress on Integration

- 2.32 Take-up of the opportunity to refer early-access groups has varied across the 7 boroughs; with the best performing boroughs already regularly referring participants. If the available places are not taken up, they will revert to DWP referrals.
- 2.33 Greater awareness in Housing Teams, Adult Social Care and Children's Teams are the places where the LAs are most likely to have contact with people who would benefit from high quality employment support.
- 2.34 It was agreed at EPB in September 2018 that all EPB members pledge that their Borough will refer at least 1 person, currently without a job, to the West London Work and Health Programme, every week, via the External Sign-posting Organisation route.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 None

4. POST DECISION IMPLEMENTATION

- 4.1 None

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The proposals support the following Priorities:

- Healthier
- Prosperous

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

- 5.2.1 All the services have been procured through full OJEU compliant processes in order ensure Value for Money is demonstrated.

- 5.2.2 The Work and Health Programme is funded by a Grant from DWP and ESF Matched funding. Boroughs are not contributing to funding the provision. Total Funding is £28.650m
- 5.2.3 Trailblazer (including IPS Works) is funded by a DCLG grant, Community Budget from JCP, Big Lottery Funding, and ESF Matched Funding. Boroughs are not contributing to funding the provision. The total budget is £3.7m.
- 5.2.4 IPS D&A is being funded 50% by Life Chances, there is a further contribution from 2 JCP districts with 8 Boroughs and 8 CCGs funding the remainder. The CCGs have signed an MoU to confirm funding. Each Borough's contribution totals £80 thousand across the 5 Financial years that the 3-year service will run. The total budget is £2.100m
- 5.2.5 To comply with ESF regulations, the Ealing ESF CFO has an Equalities Policy and implementation plan. As part of the procurement process, sustainability contributed to the scoring of all bids.

5.3 **Social Value**

- 5.3.1 As part of the procurement process, Social Value contributed to the scoring of all bids.

5.4 **Legal and Constitutional References**

- 5.4.1 This work falls within the following sections of the WLEPB's Functions and Procedure Rules:
- Representing the participating local authorities in discussions and negotiations with regional bodies, national bodies and central government on matters relating to economic prosperity for the benefit of the local government areas of the participating authorities.
 - Representing the participating authorities in connection with the Greater London Authority, London Councils and the London Enterprise Panel, for the benefit of the local government areas of the participating authorities, in matters relating to the economic prosperity agenda.
 - Representing the participating local authorities in discussions and negotiations in relation to pan-London matters relating to economic prosperity.
- 5.4.2 The Joint Committee's role and purpose on behalf of the Participating Boroughs relates to ensuring appropriate, effective and formal governance is in place for the purposes of delivering the West London Vision for Growth and advancing Participating Boroughs' aspirations for greater economic prosperity in West London, including promoting "the Economic Prosperity Agenda", in partnership with employers, representatives from regional and central government, and education and skills providers.
- 5.4.3 The purpose of the Joint Committee will be collaboration and mutual cooperation and the fact that some functions will be discharged jointly by way of the Joint Committee does not prohibit any of the Participating Boroughs from promoting economic wellbeing in their own areas independently from the Joint Committee. The Joint Committee is not a self-standing legal entity but is part of its constituent authorities. Any legal commitment entered into pursuant of a decision of the Joint Committee must be made by all of the Participating Boroughs.

5.5 Risk Management

- 5.5.1 The Work and Health Programme Section 151 Officers of each of the boroughs have signed letters agreeing to share the financial risks associated with the programme between the 7 boroughs.
- 5.5.2 On Trailblazer, (including IPS Works), all funding is provided by Grants and ESF funding, ESF risks are retained by the London Councils ESF Programme.
- 5.5.3 On the SIB for Drug and Alcohol service users, the nature of a SIB means that risks are retained by the SIB provider

5.6 Equalities and Diversity

- 5.6.1 All Programmes have Equalities Assessments conducted, which only identified positive Equalities impacts.
- 5.6.2 To comply with ESF regulations, the Ealing ESF CFO has an Equalities Policy and implementation plan.
- 5.6.3 As part of the procurement process, Equalities contributed to the scoring of all bids.

5.7 Consultation and Engagement

- 5.7.1 All decisions on the Programmes have been agreed by Ealing's Cabinet

6. BACKGROUND PAPERS NONE

This Programme is part funded by the European Union Social Fund



The Work and Health Programme was launched in England and Wales between November 2017 and April 2018. It predominantly helps disabled people, as well as the Long-term Unemployed, and certain priority groups (known as Early Access group) to enter into and stay in work. People are referred by Jobcentres to work with organisations known as providers, from the public, private and voluntary sectors. The providers are paid a service delivery fee as well as outcome-related payments when a person reaches a specified level of earnings once in employment, or reaches six months of being in self-employment

Main stories

- By May 2019, cumulatively **76%** of all individuals referred have started on the Work and Health Programme.
- **75%** of all people starting the Work and Health Programme are from the Disability group. **9%** are from the Early Access group and **16%** are from the Long-term Unemployed group.
- **63%** of all people starting the Work and Health Programme are male.

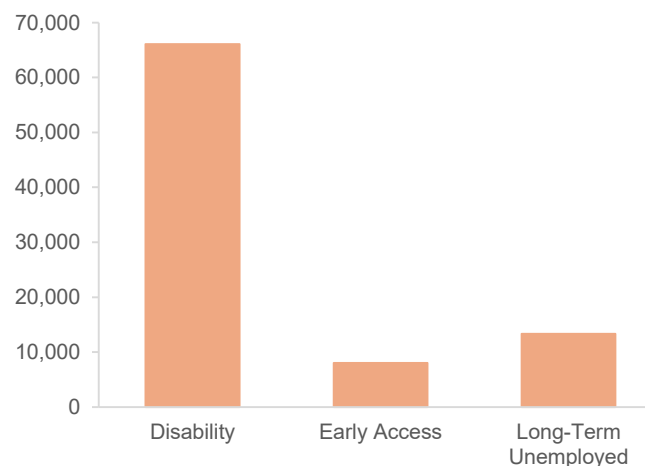
Referrals, starts and job outcomes to the programme

Since the Work and Health Programme began there have been:

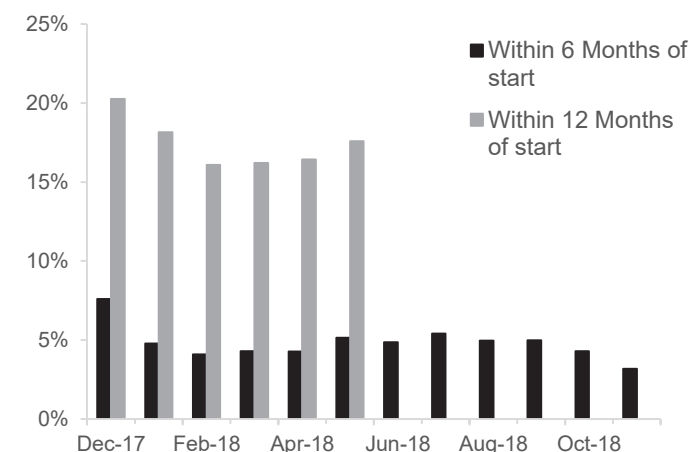
103,420 referrals for
87,400 individuals and
66,100 starts and
4,920 job outcomes

Those starting more recently have had a shorter time to achieve a job outcome, therefore it is not meaningful to divide the number of job outcomes by the number of starts or referrals.

The majority of individuals referred are from the Disability group



Percentage of programme starts achieving a job outcome



At a glance

Page

4,450 people started WHP in the latest month	3
87,400 individuals referred to WHP	4
4,920 participants have achieved a job outcome	5
63 percent of WHP participants are male	6
About these statistics	7

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Comments? Feedback is welcome

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What you need to know

Groups on the Work and Health Programme

The Work and Health Programme (WHP) aims to provide support to help people find and keep a job. It is available to the following groups:

Disability group

Early Access group

Long-term
Unemployed group

The **Disability group** is voluntary for disabled people as defined in the Equality Act 2010. This is the main group that the WHP is aimed at.

The **Early Access group** is voluntary and aimed at people who may need support to move into employment and are in one of a number of priority groups (e.g. homeless, ex-armed forces, care leavers, refugees).

The **Long-term Unemployed group** is mandatory and is for Jobseeker's Allowance or Universal Credit claimants who have reached 24 months of unemployment.

WHP participants may be in receipt of Jobseeker's Allowance (JSA), Employment and Support Allowance (ESA), Income Support (IS) or Universal Credit (UC), but additionally it is possible to join WHP even if not receiving benefits, as people can be signposted to WHP by approved organisations.

WHP is delivered across England and Wales by five providers across six areas (known as Contract Package Areas (CPA)). In London and Greater Manchester, where devolution deals are in place, the WHP is commissioned and contract managed by the Local Authorities, known as Local Government Partners (LGP) who are match-funded by the European Social Fund (ESF).

In some areas, the Government is designing WHP with the help of Local Enterprise Partnerships and City regions. These are known as Devolution Deal Areas (DDA). ([See Table 2.2](#))

Definitions

Referrals – Work Coaches in Jobcentre Plus offices will send details of a person wanting to join WHP to a provider. When a provider acknowledges the referral and contact has been established with the participant, this is called a referral. WHP participants can be referred more than once. Figures presented in this publication do not include cancelled or rejected referrals.

Individuals referred – As referrals can include multiple referrals for one individual, individuals referred is the number of individual people referred i.e. only counts the first referral per person.

Starts – A start on the programme is recorded when a WHP participant attends the initial face-to-face meeting with the provider. The vast majority of starts should take place within 15 working days, although starts outside of the 15 days may occur if the customer does not attend the initial meeting within this timeframe.

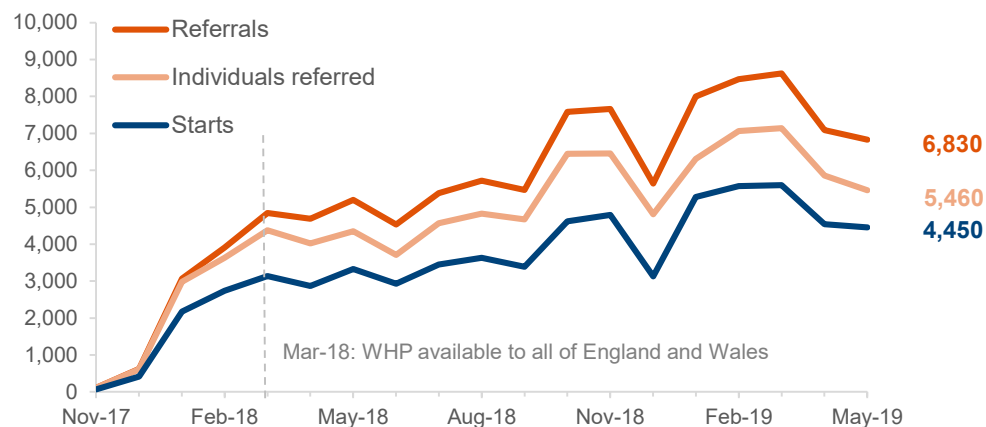
Job outcomes – A provider is classed as achieving a job outcome when a participant reaches a specified level of earnings once in employment (which varies across the different areas – see [Background Information note](#) for details), or reach six months of being in self-employment

Further information on WHP policy and definitions can be found in the Background Information note [here](#)

Joining the Work and Health Programme

The number of monthly starts to WHP is stabilising

Monthly number of referrals and starts from November 2017 to May 2019



During the first few months of WHP, monthly referrals and starts built up as WHP rolled out across all areas of England and Wales.

From April 2018 (when the programme was available to all areas of the country and all groups of participants), the total number of monthly starts has been on an upward trend.

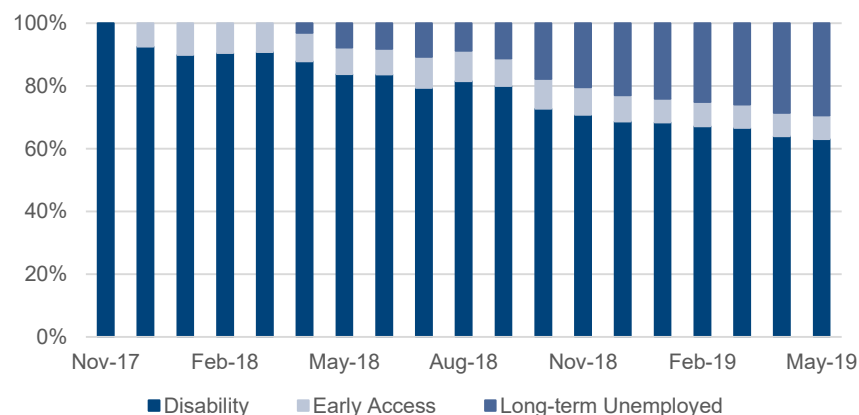
Since the start of the programme, there have been a total of 103,420 referrals, 87,400 individuals referred and 66,100 starts nationally. Overall, the proportion of individuals referred that have started is 76%.

See [Table 1.1](#) for full data.

For definitions of referrals, individuals referred, and starts, see [page 2](#).

The majority of starts are made by people in the Disability group

Starts by eligibility group from November 2017 to May 2019



Mar-18: WHP available to all areas of the country
 Apr-18: Long-term Unemployed referrals began
 Oct-18: More Long-term Unemployed and Disability referrals accepted.

In line with the nature of the programme, large numbers of people with disabilities or health conditions (the Disability group) are joining WHP.

People are also eligible for WHP if they are long-term unemployed, or belong to certain priority groups (known as the Early Access group).

Since the start of the programme, the majority of individuals referred (76%) and starts (75%) come from the Disability group, the proportions are comparable across all stages (referrals, individuals referred and starts). The first referrals from the Long-term Unemployed group were made in April 2018. The Long-term Unemployed group accounts for 15% of individuals referred and 16% of starts. The Early Access group accounts for 9% of individuals referred and 9% of starts.

In the latest month (May 2019), 63% of starts were from the Disability group, 8% from the Early Access group, and 29% from the Long-term Unemployed group.

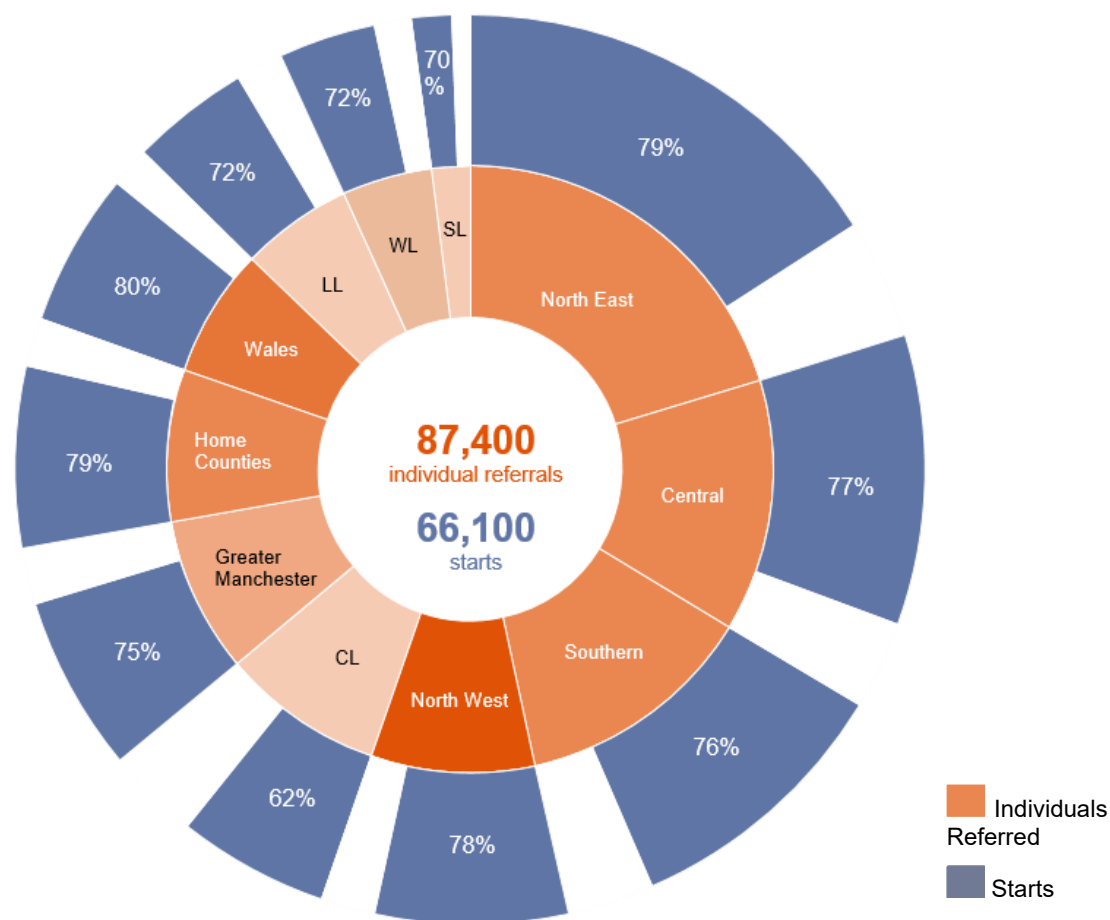
See [Table 1.1](#) for full data.

Work and Health Programme referrals and starts by Area

Since March 2018, all areas are contributing to WHP, delivering referrals and starts

Distribution of all WHP individuals referred and starts across areas from November 2017 to May 2019

The darker the shading, the earlier WHP provision was introduced. [Programme areas differ in size.](#)



Numbers of referrals and starts by Area:

November 2017 to May 2019 by order of rollout (earliest listed first)

See [Methodology](#) document for maps of Greater Manchester and London LGP areas

Area	Date of rollout	Referrals	Individuals referred	Starts	% of individuals who start
North West	27/11/17	9,280	7,650	5,980	78%
Wales	01/12/17	6,770	6,030	4,820	80%
Central	15/01/18	14,440	11,740	8,980	77%
North East	15/01/18	19,750	17,690	13,990	79%
Southern	15/01/18	13,230	11,240	8,550	76%
Home Counties	15/01/18	8,380	7,090	5,620	79%
Greater Manchester Combined Authority	29/01/18	8,950	7,240	5,470	75%
West London Alliance (WL)	26/02/18	4,910	4,150	3,000	72%
Central London Forward (CL)	01/03/18	9,460	7,580	4,700	62%
South London Partnership (SL)	01/03/18	2,140	1,810	1,270	70%
Local London (LL)	01/03/18	6,110	5,190	3,720	72%

Each section within the inner ring shows how the total number of individuals referred (87,400) is distributed across each area. The outer ring shows the percentage of starts there have been for the individuals referred in each area (66,100 in total).

The darker the inner segment, the earlier the area rolled out the Programme. The table shows the areas in order of date rollout from top to bottom.

Clearly there have been proportionally more referrals and starts in the North East as this is the largest area. By the same token, the smaller proportions of referrals and starts are seen in London areas, and these were also some of the final areas to roll out the Programme, as well as being some of the smallest areas.

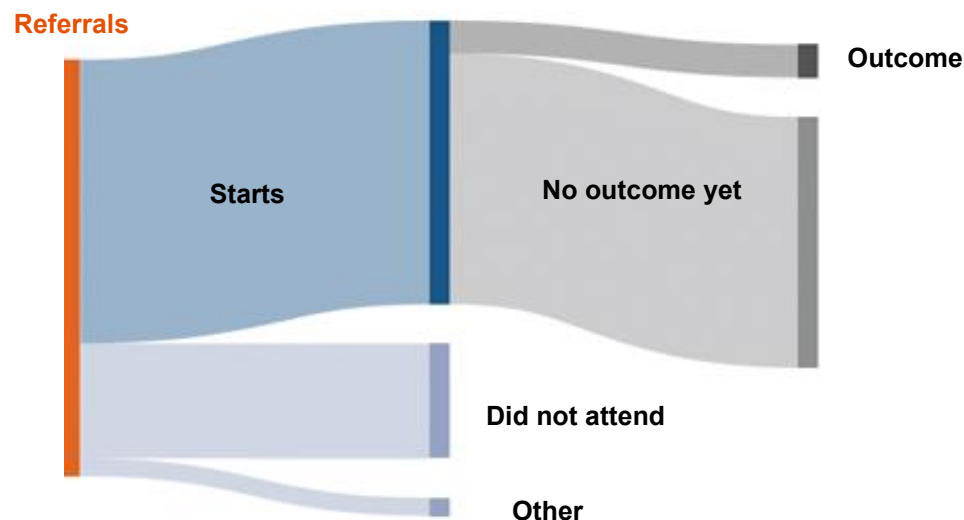
Overall, up until May 2019, the National proportion of starts to individuals referred is around 76%. Due to differences when each area began offering services and respective sizes, these figures vary across area. However cumulatively, Wales have the highest rate of individuals referred to starts (80%), and the lowest in Central London (62%).

See [Table 2.1](#) for full data

Job outcomes from the Work and Health Programme

Participants are moving through the process in all areas of England and Wales

The flow of participants for referrals to November 2018, for those who could achieve a job outcome by May 2019



Referrals after November 2018 are not presented as it is unlikely enough time has elapsed for those participants to reach the job outcome earnings threshold (which varies across the different areas*) or six months in self-employment. Those who were referred before November 2018 have been engaged with the programme for longer and have received more support, making job outcomes more likely.

68% of all individuals referred by November 2018 have started the programme, and of these, so far 12% have reached the job outcome earnings threshold or six months of being in self-employment by May 2019.

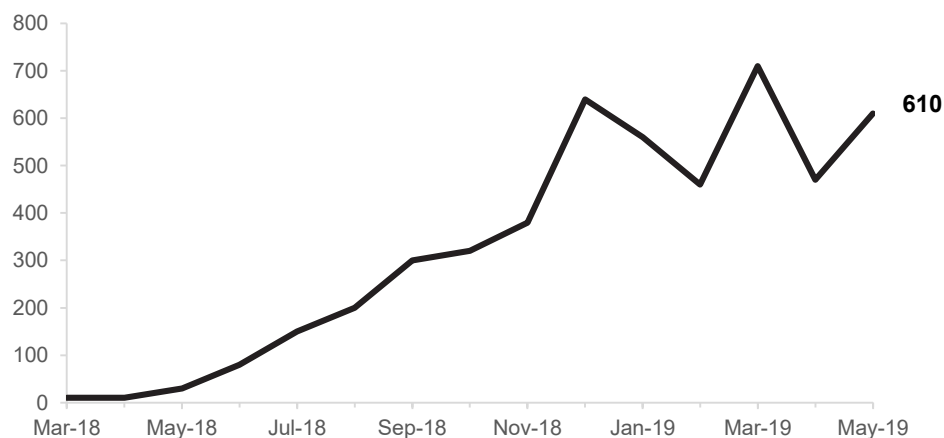
32% of individuals referred by November 2018 have not gone on to start the programme, this may, for example, be due the participant not attending.

Participants who started the programme earliest have seen the highest level of outcomes as they have had longer to reach the earning threshold or six months of being in self-employment.

88% of the participants who have started by November 2018 have not yet reached the job outcome earnings threshold or six months in self-employment by May 2019, though some of these participants have had only 6 months to achieve an outcome so far.

Providers are starting to achieve job outcomes

Job outcomes by outcome month from March 2018 to May 2019: all areas



4,920 participants have reached the job outcome earnings threshold or reached six months of being in self-employment as of May 2019.

March 2018 saw the first participants reach the job outcomes earnings threshold or six months of being in self-employment.

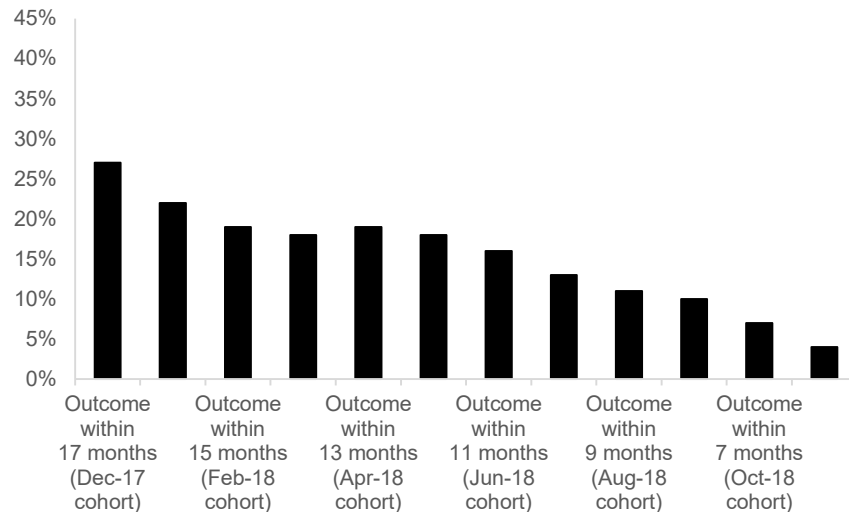
See [Table 1.4](#) for full data

*The national WHP and the majority of the LPGs have an earnings threshold to achieve a job outcome as 16 hours per week for 26 weeks at the [National Living Wage](#), however the threshold for the West London Alliance is the same number of hours but at the [London Living Wage](#) and the Greater Manchester Combined Authority at the [Real Living Wage](#).

Job outcomes from the Work and Health Programme

Job outcomes are unlikely to have been achieved for individuals who have recently started on the programme

Total job outcomes as a percentage of starts by month started, cohorts from December 2017 to November 2018



27% of starts from the first monthly cohort (Dec 17) achieved a job outcome within 17 months of starting. Of those 24% come from the Disability group and 3% from the Early Access group.

More recent start months are therefore likely to report lower levels of outcomes as participants haven't had as much time on the programme.

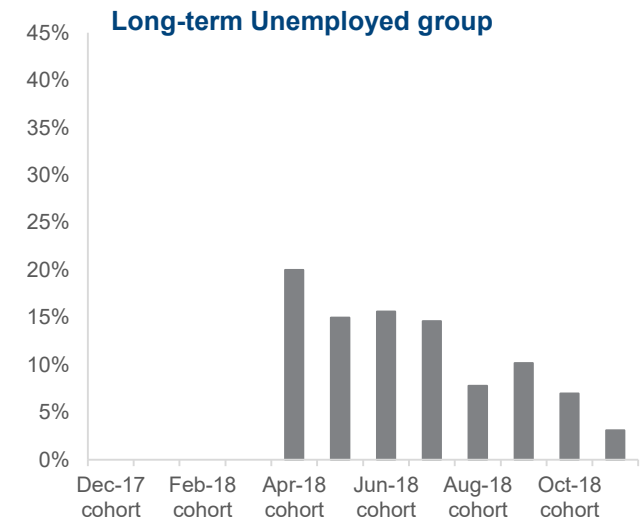
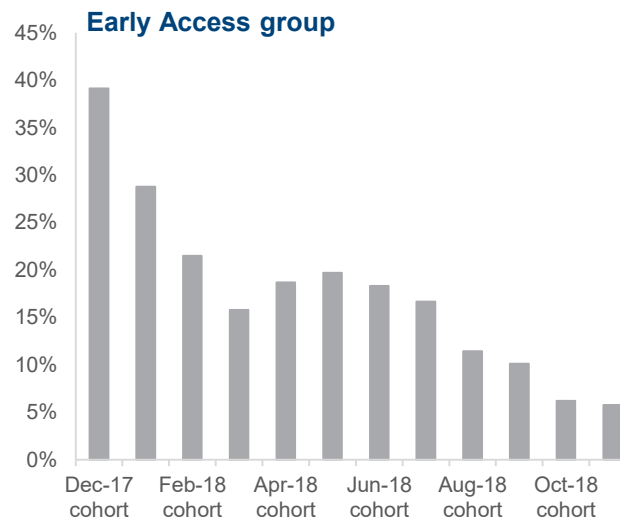
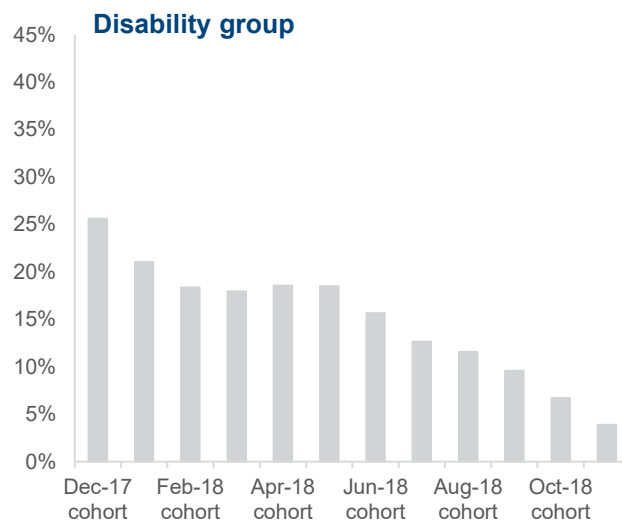
The percentage of Disability group job outcomes by starts is relatively consistent over time, reflecting the total.

Percentages are more changeable in the Early Access and Long-term Unemployed groups due to lower volumes of starts and job outcomes.

The Long-term Unemployed group began accepting referrals in April 18, therefore there are no outcomes before this point.

See [Table 1.3](#) for full data

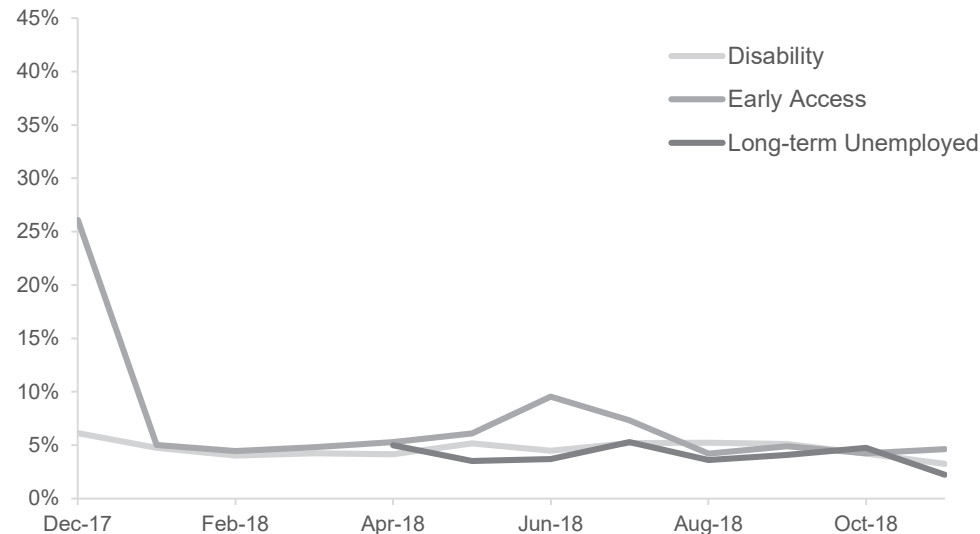
Job outcomes as a percentage of starts by eligibility group and month started, cohorts from December 2017 to November 2018



Job outcomes from the Work and Health Programme

Standardised monthly performance measure at 6 and 12 months

Percentage of starts achieving a job outcome within 6 months of starting by eligibility group, December 2017 to November 2018



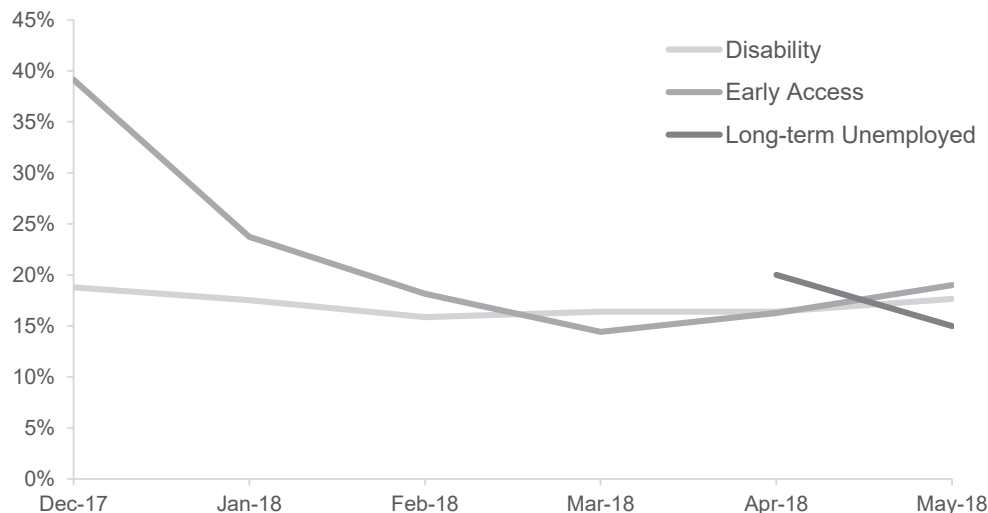
Over time, the proportion of job outcomes achieved within 6 months of starting the programme is relatively stable at around 5% for those from the Disability and Long-term Unemployed groups.

The Early Access group shows more change in percentages over time due to lower volumes of starts and job outcomes. This is more apparent for December 2017 and June 2018 cohorts.

The Long-term Unemployed group began accepting referrals in April 2018, therefore there are no outcomes before this point.

See [Table 1.2](#) for full data

Percentage of starts achieving a job outcome within 12 months of starting by eligibility group, December 2017 to May 2018



The proportion of job outcomes achieved by the Disability group within 12 months of starting ranges between 16% and 19%, in line with the total number of job outcomes achieved within 12 months of starting.

The Early Access group shows more change in percentages over time due to lower volumes of starts and job outcomes.

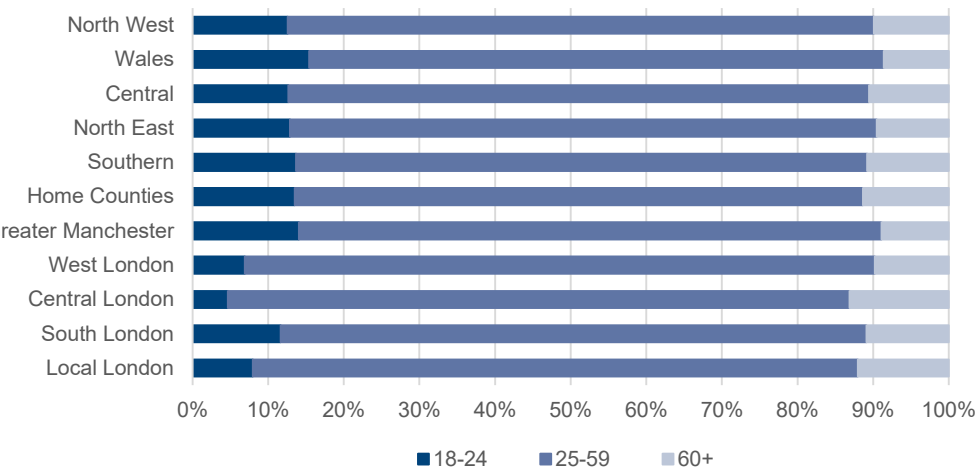
As the Long-term Unemployed group only began accepting referrals in April 2018, there are no outcomes before this point and only two starts cohorts that have had 12 months to achieve a job outcome, therefore more time is needed to draw meaningful conclusions for this group.

See [Table 1.2](#) for full data

Demographics of the Work and Health Programme

The distribution of age varies by area

Percentage of WHP starts by age group and area from November 2017 to May 2019



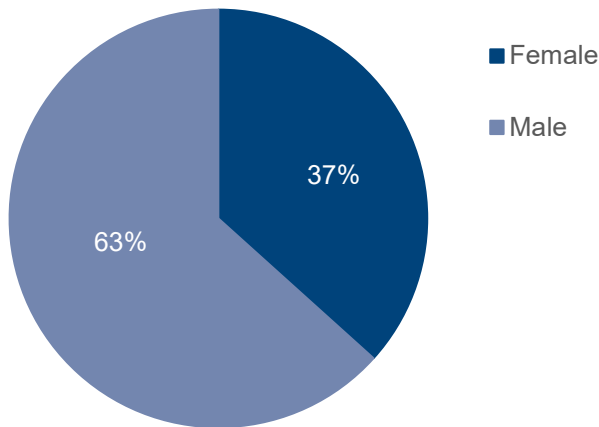
Wales has the highest proportion of 18-24 year olds starting the programme (15%), while West London has the highest proportion of 25-59 year olds starting the programme (83%).

10% of all starts to WHP were from the 60+ age group. The majority (77%) of all starts come from the 25-59 age group. This is to be expected as WHP is aimed at working age participants.

See [Table 3.2](#) for further age breakdowns.

Almost two thirds of all WHP participants are male

WHP starts by gender from November 2017 to May 2019



63% of all participants starting WHP are male.

Males have consistently accounted for over 60% of all monthly participants since the start of the programme.

This proportion differs slightly across groups. For example, in the Early Access group, 67% of participants are male, in the Long-term Unemployed group 63% are male, and in the Disability group 62% of participants are male.

See [Table 3.3](#) for full data.

About these statistics

Statistical products

This statistical summary gives an overview. Key points and trends are presented using charts and commentary. The information underlying the charts is available as supporting tables which can be found [here](#). In line with our publication [strategy](#), we aim to release additional breakdowns in our next publication. Details will be announced, in advance via [StatsUserNet](#) and the WHP statistics [homepage](#).

Experimental statistics

Experimental statistics are official statistics which are published in order to involve users and stakeholders in their development and as a means to build in quality at an early stage. All official statistics should comply with the UK Statistics Authority's [Code of Practice for Statistics](#) which promotes the production and dissemination of official statistics that inform decision making.

Where to find out more

Work and Health Programme Statistics

The background information note can be found here:

<https://www.gov.uk/government/publications/work-and-health-programme-statistics-background-information-and-methodology>

Work and Health Programme Provider Guidance

The guidance given to the Programme Providers can be found here:

<https://www.gov.uk/government/publications/work-and-health-programme-provider-guidance>

Work Programme Statistics

Information on the Work Programme, a programme which aimed to get unemployed people into sustained employment, and Work Programme National Statistics

<https://www.gov.uk/government/collections/work-programme-statistics--2>

Work Choice Statistics

Information on the Work Choice, a programme which aimed to help disabled people find, keep and progress in a job, and Work Choice Official Statistics

<https://www.gov.uk/government/collections/work-choice-statistics-number-of-starts-and-referrals--2>

Specialist Employability Support

Information on Specialist Employability Support, a voluntary programme which is aimed at helping disabled people with complex barriers to work that other support is not suitable, find a job can be found here:

<https://www.gov.uk/government/collections/specialist-employability-support-statistics>

Access to Work

Information on the Access to Work provision, which is aimed to support people who have a disability or long-term health condition start or stay in work.

<https://www.gov.uk/government/collections/access-to-work-statistics>

Contact information and feedback

For more information on WHP statistics, please contact Tracy Hills at tracy.hills@dpw.gov.uk.

DWP would like to hear your views on our statistical publications. If you use any of our statistics publications, we would be interested in hearing what you use them for and how well they meet your requirements. Please email DWP at stats-consultation@dpw.gov.uk.

Users can also join the "Welfare and Benefit Statistics" community at: <http://www.statsusernet.org.uk>. DWP announces items of interest to users via this forum, as well as replying to users' questions.

WORK & HEALTH PROGRAMME

DWP Internal Briefing

OFFICIAL EXPERIMENTAL STATISTICS TO MAY 2019

Key Messages

8

- This is the fourth set of experimental Work & Health Programme statistics. Experimental statistics are official statistics which are published in order to involve users and stakeholders in their development and as a means to build in quality at an early stage.
- From April 2018 (when the programme was available to all areas of the country and all customer groups) the total number of monthly starts has been steadily increasing.
- The department has devolved the Work & Health Programme (WHP) in London and Manchester to the local authorities known as Local Government Partners (LGPs). The LGPs have full control of delivery, are responsible for performance management and are free to prioritise specific customer groups in their areas.

Key Facts

- The total number of referrals made to the WHP (which includes individuals referred multiple times) to the end of May 2019 is 103,420.
- 87,400 individuals have been referred to WHP between November 2017 and May 2019.
- 76% of individuals referred were people with a health condition or disability, 9% were people in an early access priority group and 15% were long-term unemployed.
- The total number of starts on the WHP to the end of May 2019 is 66,100.
- 75% of starts were people with a health condition or disability, 9% were people in an early access priority group and 16% were long-term unemployed.
- In the latest month (May 2019), 63% of starts were people with a health condition or disability, 8% were people in an early access priority group and 29% were long-term unemployed.
- Overall the proportion of individuals referred who go on to start the WHP is 76%
- Although still relatively early in the life of the programme, 4,920 participants achieved a Job Outcome as of May 2019. This reflects the length of time

participants have been on the programme. From the December 2017 cohort, who have received 17 months of support, 27% have achieved a Job Outcome.

- We know more people have started a job but have not been in work long enough to be captured by the statistics. To achieve a Job Outcome individuals will need to have reached the earnings threshold once in employment or been in self-employment for the equivalent of six months or more.

Work & Health Programme Background

- The Work & Health Programme (WHP) was launched throughout England and Wales on a rolling basis between November 2017 and April 2018. It predominantly helps people with a wide range of health conditions or disabilities, as well as the long-term unemployed, and certain priority groups, to enter into and stay in work, using the expertise of private, public and voluntary, and community sector providers. The WHP was built on the strengths and lessons learned from the Work Programme and other contracted provision. In line with this experience, the programme was designed with a payment-by-results model, so providers are paid for the results they deliver.
- The programme has three critical success factors:
 - Firstly, to help people who have a disability, have experienced long-term unemployment or face significant barriers enter into and stay in employment as measured by earnings received
 - Secondly, to integrate the WHP with local services and local health provision so that WHP participants receive co-ordinated, holistic provision
 - And thirdly, to support localism by ensuring that the WHP meets local priorities in the devolved deal areas and the national programme better reflects local needs.
- The programme is delivered across England and Wales by five providers across six Contract Package Areas (CPAs):

WHP Area	Provider	Go Live
CPA1 Central England	Shaw Trust	15 January 2018
CPA2 North East England	Reed In Partnership	15 January 2018
CPA3 North West England	Ingeus	27 November 2017
CPA4 Southern England	Pluss	15 January 2018
CPA5 Home Counties	Shaw Trust	15 January 2018
CPA6 Wales	Remploy	1 December 2017

- As part of the Government's commitment to devolution and decentralising power, in London and Greater Manchester, devolution deals are in place and the WHP is commissioned by the Local Authorities, known as Local Government Partners (LGPs). The LGPs are match funded by the European Social Fund, have full control of the contracts, are responsible for performance management and are free to prioritise specific customer groups in their areas.

WHP Area	Provider	Go Live
Central London Forward	Ingeus	1 March 2018
Greater Manchester Combined Authority	Ingeus/The Growth Company	29 January 2018
Local London	Maximus	1 March 2018
South London Partnership	Reed In Partnership	1 March 2018
West London Alliance	Shaw Trust	26 February 2018

- The total budget across the whole programme in England and Wales is £500m.
- The LGPs in London and Greater Manchester Combined Authority (GMCA) received around £100m, via grant funding, to jointly commission and design WHP services in their area. The LGP WHP contracts went live between January and March 2018.
- Comparison with the national WHP is discussed between DWP and LGPs at Joint Governance Board meetings chaired by Senior DWP and LGP stakeholders.
- In some areas, the Government has designed WHP in consultation with Local Enterprise Partnerships and City regions. These are known as Devolution Deal Areas (DDA):
 - Cambridge and Peterborough
 - Cardiff Capital Region (A City Deal area)
 - Liverpool City Region
 - Sheffield City Region
 - West Midlands Combined Authority
 - West of England
- The WHP integrates with local services and health provision and supports local service integration plans. Working with the resources and successful programmes available within local areas ensures that effective use is made of local funding streams and the expertise of local service suppliers, so that participants with multiple barriers to work can receive co-ordinated and holistic support.

- Referrals to the WHP are made by Jobcentre Plus. We have designed a referral process to ensure that only those who will benefit most from participation are identified and referred on to the WHP. Jobcentre Plus work coaches will consider suitable provision for customers who have needs that cannot be met by the existing Jobcentre Plus offer.
- In order to make the WHP accessible to all eligible individuals, including those who are not regular customers of Jobcentre Plus, DWP has approved sign posting organisations who are able to direct individuals they think will benefit from the WHP to Jobcentre Plus.
- Current estimates suggest that the WHP will help around 275,000 people across the five years of its duration. We expect the majority of people (around 220,000) to start the programme will be people with a health condition or disability.

Public Sector Comparator

- The Public Sector Comparator (PSC) is part of the wider WHP with £12.2m funding taken from the WHP overall funding. The objective of the PSC is to provide an assessment of whether, given similar resources and freedoms to contracted providers within WHP, Jobcentre Plus can deliver the same level or better job outcomes performance than contracted provision.
- The PSC customer journey replicates WHP in all its selection procedures and criteria. Like the WHP it offers participants a customised journey based on their specific needs and distance to the labour market, with more intensive and tailored support from work coaches than the standard Jobcentre Plus offering.
- The PSC is aiming for around 5,900 starts over the life of the programme with 1,100 by December 2018 to inform the 2020 Spending Review.
- The PSC rolled out in January 2018 and runs alongside WHP in four districts:
 - Lincolnshire, Nottinghamshire and Rutland
 - Dorset, Wiltshire, Hampshire and Isle of Wight
 - Leicestershire and Northamptonshire
 - Devon and Cornwall

Random Control Group

- A small percentage of claimants who are eligible for the WHP are randomly allocated to a control group and will be given standard Jobcentre Plus support for 24 months. This group will support the evaluation of the WHP.

Q&A**Why have so few participants achieved a job outcome compared to the number of referrals and starts?**

Those starting the WHP more recently have had a shorter time to achieve a job outcome, therefore it is not meaningful to divide the Job Outcomes by the number of starts. The referral and start figures will include people who have only received a minimal amount of support, and to achieve a Job Outcome participants will have needed to have reached the earnings threshold once in employment or have been self-employment for the equivalent of six months. The WHP is targeted at individuals who face significant barriers to gaining employment, therefore it is not surprising that at this stage in the programme, the numbers reaching the earnings threshold once in employment are relatively low. From the December 2017 cohort, who have received 17 months of support, 27% have achieved a Job Outcome.

How and when are providers paid?

Providers are paid a service delivery fee as well as job outcome-related payments when a participant reaches a specified level of earnings once in employment. For the national WHP this is £3000, which is equivalent to working 16 hours per week for 26 weeks at the adult rate of the National Living Wage (NLW); or reaches six months of being in self-employment. The payments they receive increase by 40% after providers have achieved 75% of their target.

The level of earnings threshold for outcomes varies for those contracts that are not part of the national WHP and are delivered by the Local Government Partners in the Greater Manchester and London areas.

For Central London Forward, Local London and South London Partnership the earnings threshold mirrors the national WHP which is equivalent to working 16 hours per week for 26 weeks at the **National Living Wage**.

The West London Alliance earnings threshold is equivalent to the participant working at the **London Living Wage** for 16 hours per week for 26 weeks.

For GMCA the earnings threshold is equivalent to the participant working at the **Real Living Wage** for 16 hours per week for 26 weeks.

How do you know that a participant has reached the earnings threshold?

We use HMRC's Real Time Information (RTI) data to identify employed outcomes (specifically where the customer has earned over the minimum threshold). Self-employed outcomes are also subject to pre-payment validation in consultation with the participant.

How does the WHP differ from previous provision?

Contracted provision continues to play a crucial role in offering support at the right time to those who have the most difficulty accessing the labour market, which is why we are focussing this support on people with a disability, early access for priority groups and the long term unemployed.

In designing the WHP we took on board important lessons from the Work Programme and Work Choice and by working with local areas to harness their expertise and engaging with a wide range of stakeholders.

However, significant progress has been made in tackling unemployment with dramatic falls in the number of people claiming unemployment related benefits and in long-term unemployment. We therefore no longer need to invest in employment programmes on such a large scale as the Work Programme. Our employment support package recognises this changing environment, and delivers good value for government and taxpayers.

Why has DWP devolved WHP contracts to London and Manchester?

The Government is committed to devolution and decentralising power and responsibility for delivering a WHP equivalent programme in the Greater Manchester Combined Authority (GMCA) and London areas has been devolved. To enable this DWP made arrangements for GMCA and London to design, procure and manage their own WHP with Grant Funding paid by DWP.

What is DWP doing to encourage referrals to the programme?

The benefits of the WHP have been emphasised through targeted messaging, promoting early successes and providing opportunities for Jobcentre Plus work coaches and Disability Employment Advisers to observe provider delivery.

What is being done to encourage those who are being referred to start the programme?

Volumes of referrals and starts continue on an upward trajectory. We have been working with Jobcentre Plus work coaches to ensure that those who would benefit most from the WHP are identified and contacted quickly to bring them on to the programme. Starts on the programme are steadily increasing as a result of our activities and we see no reason why these improvements cannot continue until expectations are met.

Why does the level of starts vary across the Contract Package Areas (CPAs)?

The staggered roll out of the programme and the difference in CPA size and geography has contributed to the varying level of starts across CPAs. We have

encouraged providers to work together to share best practise to improve performance across the CPAs, emphasising the need for the programme to be successful as a whole and not just at CPA level.

Why has there been a recent increase in LTU starts?

Whilst working to drive up additional referrals from the health and disability group we implemented a temporary increase in mandatory referrals from the WHP Long Term Unemployed (LTU) Participant Group to ensure we made best use of programme capacity for the 2018/19 operational year.

Why is the level of referrals and starts so much higher in the North East?

There have been proportionally more referrals and starts in the North East as the North East CPA is by far the largest in terms of potential participants.

Why are almost a quarter of referrals not actually starting the programme?

There are a variety of reasons that individuals may not start on the programme after being referred. Most referrals to the programme are from the voluntary groups and therefore during the period between referral and starting on the programme individuals may decide not to join the programme. We have been working with Jobcentre Plus work coaches to ensure that the conversation about the programme is commenced at an earlier point in the customer journey to assist in overcoming fears and barriers to participation. Starts on the WHP are steadily increasing as a result of our activities and we see no reason why these improvements cannot continue until expectations are met.

What actions have been taken to continue to increase referral and start volumes?

DWP continues to work with operational colleagues and providers to increase referrals and starts to the programme. Recent activities include a series of workshops with representatives from across DWP to review the referral process and materials that support it. We have also produced and distributed provider newsletters to promote the WHP, shared good news stories and referral/start volumes with Jobcentre Plus work coaches; produced provider desk aids/marketing material in collaboration with Jobcentre Plus, and distributed to Jobcentre Plus to help work coaches to promote the benefits of the programme to potential participants.

Jobcentre Plus is the only referral route to join the programme, has this contributed to low referrals and starts?

The WHP has introduced a signposting process to support further integration with other support and services at a local and national level. The key aim for the signposting approach is to identify individuals who meet the WHP eligibility in the

disability or early entry eligibility groups including individuals who may not visit or contact Jobcentre Plus offices and therefore would not normally come into contact with their services.

At a local level this will mean working with organisations who have a particular focus on helping and supporting individuals with a disability or health condition to find work.

The signposting organisation must be clear that the referral it is making is to Jobcentre Plus for further consideration and a discussion with a Jobcentre Plus Work Coach about WHP.

Providers and Jobcentre Plus continue to market WHP to organisations who currently engage with the participant groups locally, with a view to identifying those whom the programme could help. These organisations liaise with Jobcentre Plus to ensure that eligibility for the programme is met.

Why are almost two thirds of participants on the programme men?

The gender mix of participants on the programme is broadly in line with the proportion of benefit claimants overall.

Are the right people joining the programme?

Appropriate eligibility is ensured using an electronic selection tool containing questions to be answered by Jobcentre Plus work coaches. This assists them in a targeted approach to identifying the right type of participants for referral on to the WHP. In addition, early initial unpublished analysis compared the amount of time that WHP participants have spent on benefits with participants on other contracted provision: the analysis suggests that WHP participants spent more time on out of work benefits than Work Choice participants and less time on Disability Living Allowance/Personal Independence Payment than participants on Specialist Employability Support. This is a good indicator that the right people are joining the programme. Future evaluation work will give us more understanding as to the types of people that are participating on this provision.

Is the use of Random Allocation contributing to lower volumes?

The overall WHP was designed to be delivered through a randomised control trial design. The Random Allocation Tool randomly allocates a participant onto either the national programme, the Public Sector Comparator, or the Random Control Group. We based our original calculations of the numbers of customers allocated to the programme on the providers' projections to fill all the available places on the programme. The number of customers allocated to the control group was in addition to those allocated to the programme. However, the total volume of individuals going through the Random Allocation Tool has been lower than expected, and this affects allocation to WHP, Public Sector Comparator and Random Control Group equally.

	<p style="text-align: center;">West London Economic Prosperity Board 18 September 2019</p>
<p style="text-align: center;">Title</p>	<p style="text-align: center;">Draft Vision for Growth</p>
<p style="text-align: center;">Report of</p>	<p>Paul Najsarek, LB Ealing</p>
<p style="text-align: center;">Status</p>	<p>Public</p>
<p style="text-align: center;">Urgent</p>	<p>No</p>
<p style="text-align: center;">Enclosures</p>	<p>Appendix One: Economic Strategy consultation document</p>
<p style="text-align: center;">Officer Contact Details</p>	<p>Luke Ward, West London Alliance, E: wardlu@ealing.gov.uk, T: 07738 802929</p>

Summary

At its meeting in November 2018, the WLEPB agreed to the development of a new vision for economic growth across West London, building on the delivery of the objectives set out in the Vision for Growth (2016).

This report building on the subsequent discussions by the Board in May 2019 and June 2019 and sets out a new suite of priorities that are based on feedback received from borough officers and external partners to date. A key message from the partner engagement over the last six months is that there is clear support for a greater shared emphasis on social and economic inclusion, sustainability, and responding to the opportunities and challenges of technological change in a more coordinated way. The report also outlines an approach to engaging with a broader range of stakeholders across the public, private and civil society sectors, to ensure the greatest level of buy-in possible.

At its previous meeting in June 2019 the WLEPB agreed to receive a final consultation draft of the new Vision, prior to the views of partners more widely being sought to inform its content. A timeline for development and publication is contained within section six of this report.

Recommendations

The Committee is asked to:

- 1. COMMENT on the draft Growth Strategy consultation document contained within Appendix One of this report**
- 2. NOTE the timeline for development set out in section six of this report**
- 3. IDENTIFY any additional stakeholders that should be consulted.**

1. **BACKGROUND**

1.1 In September 2016 the West London Economic Prosperity Board (WLEPB) agreed its joint plan for delivering growth, investment, jobs and growth across West London boroughs.

1.2 This West London Vision for Growth Action Plan (2016) contains four main themes:

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

1.3 Each theme has an associated set of underlying actions and activities to be delivered over the short, medium and longer term, which are being taken forward by officers, working in partnership with external organisations such as the Greater London Authority, Transport for London, London Councils, London & Partners and West London Business.

2. **BUILDING ON THE VISION FOR GROWTH**

The policy and economic context has evolved significantly since 2016. This change is outlined in more detail below:

2.1 Economic Context:

2.2 Broadly, the macro-economic climate currently has a less optimistic outlook than was the case in 2016. Specifically, the economic climate is characterised by a higher level of uncertainty over the medium and longer terms, particularly in relation to Brexit and reduced levels of private sector investment, growing barriers in relation to international trade, and a broadening consensus that the global economy may be close to the top of the current cycle, suggesting a global economic contraction could be due in the medium term.

2.3 Alongside this is the continuing impact that technological change, particularly automation and artificial intelligence, is having on the labour market and across different sectors and skills levels. Over the medium and longer term this effect is likely to become increasingly significant and may have an impact on labour market productivity and wage levels (potentially up or down depending on the sector and the nature of the policy response to such changes).

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

2.5 Policy Context

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

The five foundations described in the Industrial Strategy overlap closely with West London's priorities and are:

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

- 2.7 Local "LEP" areas, including London via the GLA, have been asked by Government to develop a "Local Industrial Strategy" (LIS) that will be implicitly linked to funding e.g. from the UK Shared Prosperity Fund. In building on the Vision for Growth we will seek to align with the LIS wherever this is consistent with the priorities of West London boroughs. In particular, in relation to the four "Grand Challenges" of an ageing society, artificial intelligence, clean growth, and future mobility.

3 PRINCIPLES FOR DELIVERY

- 3.1 Building on the principles established under the previous Vision for Growth as well as feedback from senior officers across the West London boroughs, it is suggested that the four principles below are applied to the delivery of the refreshed Vision.

- 3.2 These principles reflect an evolution of those applied to the previous Action Plan in 2016. Accountability and Subsidiarity remain the same. Deliverability and Partnership on the other hand have been added to reflect greater emphasis on real-world delivery, and the fact that in order to move to a high level of strategic ambition, it will be important to engage with a wider group of stakeholders across all service areas and sectors in London, e.g. from the NHS in relation to skills and employment, and social care in relation to supporting some higher needs groups into work. The proposed principles are:

- **ACCOUNTABILITY:** All activity undertaken as part of the Growth Programme has a clear governance and decision-making pathway, with senior sponsorship in place for all areas of strategic work. All activity undertaken as part of the programme is accountable to the West London Economic Prosperity Board.
- **SUBSIDIARITY:** Only activity that sits most appropriately at the sub-regional level and adds additional value will form part of the Programme.
- **DELIVERABILITY:** The Programme reflects a high level of strategic ambition for West London boroughs and their economies but will also remain rooted in delivering tangible and positive outputs in the shorter term that local people and businesses can see and benefit from.
- **PARTNERSHIP:** The programme will foster the broadest possible level of partner buy-in to its objectives and delivery. Wherever possible and appropriate, delivery will be undertaken through our partners e.g. in the NHS, colleges, developers and significant local employers.

4. ENGAGING WITH PARTNERS, GOVERNMENT AND CIVIL SOCIETY

- 4.1 The original Vision for Growth demonstrated in a measurable way the potential of a sub-regional approach to economic growth to influence policy at the London and

national levels, attract external resource, and support individual boroughs to deliver on their individual priorities. Since September 2016, awareness of the Vision amongst external stakeholders, as demonstrated by an increasing number of requests to work together on various projects, has also underlined the need to take a more systematic and borough-led approach to engagement in a way that maximises the benefits to local areas and reflect local priorities.

4.2 Noting the above, a more structured approach to partner engagement is being taken in the development of the refreshed Vision, with the following either completed or planned:

- Central Government, e.g. Cities and Local Growth Unit and DWP
- Greater London Authority
- Transport for London
- Old Oak Common and park Royal Development Corporation
- West London College Principles
- Officer groups across council service areas e.g. children;s and adult social care, planning, skills and regeneration
- Think Tanks and Innovation Agencies – e.g. Centre for London, NESTA and Connected Cities Catapult
- West London Skills, Employment and Productivity Board
- Federation of Small Businesses
- The Centre for Local Economic Strategies
- London First
- West London Business
- London Chambers of Commerce and Industry and local chambers

4.3 The views of the WLEPB about what other partners should be engaged with as part of the development process would be welcomed.

5. EMERGING THEMES FOR WEST LONDON

5.1 Engagement activity with WLA boroughs, partners and stakeholders to date has identified **a need for greater emphasis in improving digital connectivity and responding to technological change, investing in transport infrastructure, support to town centres, investing in skills, social inclusion and the circular economy.**

5.2 Brexit represents a further issue to be accounted for that has relevance across all aspects of the programme.

5.3 The new priority themes are set out below, and reflect an evolution from those discussed in May and June 2019 . There are six in total. Three relate to our core areas of work covering skills, connectivity and devolution, each with dedicated work plans. Alongside these there are three cross-cutting themes that also represent core business and are intended to allow us to bridge organisational and service boundaries to deliver the outstanding community outcomes our member boroughs want to see.

1. **Global connectivity:** There is a growing base of evidence showing the fundamental role that connectivity of all forms plays in enabling, unlocking, and distributing the proceeds of economic growth. In West London this is doubly true, as the sub-region acts not only as the gateway between London and a large part of the United Kingdom, but also to the wider world. We want to build on this,

leveraging our unique position to unlock new investment in transport and digital infrastructure that enables the creation of new homes, jobs and a growth in the Tax base for decades to come. We have made a good start over the last three years, with major new schemes such as the West London Orbital and the West London Digital programme progressing well from their beginnings in 2017. The period ahead then will be about applying this learning to the next round of strategic infrastructure projects that will take us in to the 2020s and beyond and which support inclusion, sustainability, and tackle inequality.

2. **Work and Productivity:** Growth is only important in so far that it enables people from all communities and backgrounds to succeed and to flourish. We know that one of the most effective ways we can improve the health, well being and resilience in local areas is to support everyone to either find appropriate and meaningful work, or to progress in their careers and expand their prospects. That's why we will, through the West London Skills and Employment Board, and the West London Work & Health Board continue to engage with our partners across the public and private sectors, including the FE and HE sectors, to give everyone the best chance in life. We know that at least 200,000 new jobs across all sectors will be required in West London over the coming decade. The next phase of our programme then will be to work with the entire system of providers to understand this need and to coordinate our work to meet it at scale and in a way that ensures local people benefit from opportunities close to where they live.
3. **Devolution:** We believe that resources of all kinds should be devolved to the lowest possible level to ensure they are used as effectively as possible and in a way that genuinely reflects local needs and priorities. We will continue to engage with the opportunities of devolution across multiple levels and agendas, wherever it might benefit local communities and wherever it might provide a mechanism to help resource sub-regional projects, influence decision making at the London or national levels, or support the long-term financial sustainability of local public services. To this end we will continue to engage with devolution processes related to the growth agenda including: Adult Education budgets, the Apprenticeship levy, the Strategic Infrastructure Pool, as well as lobbying relating to Stamp Duty Land Tax, HIF and the Shared Prosperity Fund.

In addition to these three core themes, we **have three cross-cutting themes** that are also critical to the future success of the West London economy:

1. **Sustainability and the circular economy:** West London already has more circular economy jobs than any other London sub-region, but It will be essential for this approach to be embedded throughout the economy if we are to respond effectively to challenges associated with a changing climate and finite resources. We also know that the "green economy" is set for a high rate of growth in West London, with a strong research base, billions of pounds of new investment and thousands of new jobs set to be created in the UK over the coming years. More needs to be done however. West London is in an excellent position – both geographically and in terms of its human, knowledge and physical capital - to take advantage of this growth. By making connections between these developing industries and our wider approach to inclusive, long-term growth we can bring investment, employment, and an improved environment to communities and businesses across West London.
2. **Social and economic inclusion:** Economic Growth is only a useful metric in so far as it allows us to understand and improve the lives of everyone in our local communities in an inclusive and sustainable way. This means a focus not only on hard growth and investment statistics but also an understanding of inequality and

financial exclusion in local areas and focused programmes targeted explicitly at those furthest from the labour market, or who do not stand to benefit from growth that is often occurring on their doorsteps. With this in mind we will ensure that all our programme areas, from the West London Orbital to our approach to digital and finance devolution, has social and economic inclusion at its heart.

3. **Data and digital innovation:** Major investment in digital assets, both physical and data, is planned across West London in the coming years, both to fill existing gaps in coverage and to create new opportunities. There is a once-in-a-generation opportunity to ensure that local people are able to benefit from the opportunities associated with this investment. Making the most of data and digital innovation will require an unprecedented level of strategic thinking, cooperation and information sharing between investors, public services and training providers¹. It will give us an opportunity to develop new models of cross-sector working to address gaps and ensure a legacy of high-quality places that meet the needs of all West Londoners – now and into the future.

- 5.4 A consultation document setting out some further detail about the draft Strategy, including a number of key questions, is included in Appendix One of this report.

6. TIMELINE FOR DELIVERY

- 6.2 The following timetable for developing a new Vision is being followed, with signoff of a draft vision for expected to be at the WLEPB in September 2019. The draft Vision will then be used as a final consultation document at an event held in October to enable publication of the final document in early 2020.

When?	What?
18 September	Draft Vision document reviewed by WLEPB, including publicity and engagement plan
September – October	Launch of draft Vision for final consultation, including at Capital West London Conference on 29 October.
November-December 2020	Finalisation of Strategy, including final review by WLEPB on 20 November 2019
Early 2020	Publication of final Strategy

7. WHY THIS REPORT IS NEEDED

This report is needed because the West London Vision for Growth requires a refresh in light of the strong progress towards delivering the strategic borough objectives set out within it between September 2016 and June 2019.

8. REASONS FOR RECOMMENDATIONS

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

10. OPTIONS CONSIDERED AND NOT RECOMMENDED

n/a

11. POST DECISION IMPLEMENTATION

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

¹ Including further education, higher education, and private providers.

12. IMPLICATIONS OF DECISION

a. Corporate Priorities and Performance

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

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

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

12. Legal and Constitutional References

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

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

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

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

13 Risk Management

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

14. Equalities and Diversity

- a. The Vision for Growth recognises the need to ensure that people from all backgrounds

are able to benefit from growth. Individual programmes within the Vision will have equality impact assessments undertaken on a case by case basis

b. Consultation and Engagement

- c.** West London Growth Directors discussed the emerging themes of the refreshed Vision on 30 January 2019, 22 May 2019, and 19 June 2019, and there have also been various discussions with other senior council officers and external partners to ensure focus on the highest priority areas, partnership buy-in to our shared vision, and alignment between borough-level work and sub-regional activity in relation to economic growth.

15. BACKGROUND PAPERS

Appendix One: Economic Strategy consultation document

West London Alliance

WINNING IN THE NEW ECONOMY

Contents:

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- 1) *About this document*
- 2) *Why do we need a new strategy?*
- 3) *Strategy overview*
- 4) *Our Principles for working together*
- 5) *Key questions*
- 6) *What next?*
- 7) *Contact*

1. ABOUT THIS DOCUMENT

The draft strategy that accompanies this consultation document has been developed, following engagement across West London Alliance member boroughs and with a selection of stakeholder from business and across the skills sectors. We would now like to test our emerging thinking with a wider group of business and other stakeholders, as well as with London and national government. We want to ensure that the content of our new strategy is informed by a wide range of stakeholders and has broad support, so that we can work together to improve outcomes for West London, London and the wider UK economy.

2. WHY DO WE NEED A NEW STRATEGY?

The first reason for a new strategy is that we have made substantial progress in delivering the objectives set out in the 2016 Vision for Growth. Secondly the economic and political context has changed, with global concerns on trade, a slowing economy, and increased pressure to address the negative relationship between economic growth and climate change. Lastly there is the uncertainty associated with Brexit. Taken together this means our approach to supporting economic growth needs to significantly evolve if we are to continue to serve our communities and support businesses in the best way possible.

The new strategy - *winning in the new economy* - sets out how we will build on the 2106 vision and respond in a meaningful and positive way to the challenges outlined above. It provides a clearly articulated, locally relevant and highly ambitious agenda that is targeted and consistent with borough priorities. It is firmly rooted in evidence and will enable us to collaborate and forge a better future for our 2 million residents and 120,000 registered businesses.

The strategy has at its heart the goal of ensuring everyone can benefit from growth, no matter their background or circumstances. It will provide us with a clear framework for embedding three cross cutting themes of supporting economic inclusion, the creation of a sustainable, circular economy and making the best use of information technology (infotech) and digital innovation.

Finally, by having a clearly articulated vision that all West London boroughs have agreed, and which has broad support from our stakeholders in business, civil society, London and national government, the strategy will allow us to work together to drive investment, deliver growth and deliver improved outcomes in West London.

3. Strategy Overview

West London is the capital's, and the UK's, gateway to the world. It is an economic powerhouse, with the second highest GVA per worker of any region after Central London and a GVA of over £80bn, greater than Birmingham, Glasgow and Leeds combined. Benchmarked against global cities and the other London sub-regions for cultural, transport and internet connectivity and as ease of doing business, West London is "the world's most connected place".

Our new strategy is an evolution of the 2016 Vision for Growth and is about building on West London's strengths. It is focussed on **three priority themes**:

- a) **Global connectivity** – We will build on West London's position as the most globally connected place in London, making the most of our strategic opportunity sites.
- b) **Work and Productivity** – everyone can succeed and progress in work, no matter their background or circumstances.
- c) **Devolution** – Making the case for more devolution of powers and finances to support sustainable and inclusive growth in West London.

In addition, we have **three new cross-cutting themes** that are also critical to the future success of the West London economy. These are:

- a) **Sustainability and the circular economy** - West London is already a leader in the circular economy, with more employees in this sector than any other London sub-region. We need to do more and want to work with business, government and our communities to make this happen.
- b) **Social and economic inclusion** - growth is about more than just increasing productivity and Gross Domestic Product. It needs to be about improving the lives and outcomes of as wide a group of people as possible too. We will ensure that this inclusion is targeted and at the core of all our work.
- c) **Data and digital innovation** – Supporting inclusive and sustainable growth by improving the way we measure and monitor data to allow us to: combine our efforts across service areas more flexibly and to support what works in real time; develop and support digital clusters and growing companies; work with business, colleges and academic institution to ensure local people can benefit from the new jobs.

4. OUR PRINCIPLES

The new strategy recognises that there is already much outstanding and nationally recognised work at individual borough level that supports inclusive growth, productivity and investment. It also acknowledges the fact that at the London level, particularly through the London Plan, Mayor's Transport Strategy and the London

Industrial Strategy (LIS) there is a significant body of activity that has a broader geographical and economic footprint than just West London. Last, but not least, West London has a wealth and breadth of world leading companies and academic institutions. In developing and delivering this strategy we not only want to support such companies to grow and move to West London, but we want to ensure that we make the most of the expertise and knowledge they possess.

Recognising the need to add value the new strategy is therefore about making the whole bigger than the sum of the parts and will be delivered with the following principles at its heart:


- 1) **ACCOUNTABILITY** – We will focus on delivering against the join priorities agreed by West London Boroughs, with clearly defined objectives and senior ownership of all programme areas.
- 2) **DELIVERABILITY** – We are highly ambitious for West London, but will always remain grounded in delivering real, measurable outcomes for our residents and businesses
- 3) **SUBSIDIARITY** – We will only focus on activity that either wouldn't happen effectively (or at all) if undertaken at a different geographical level, be that public or private sector.
- 4) **PARTNERSHIP** – We will take our wider partners and stakeholders with us on the journey wherever possible, including other tiers of government, businesses and business networks, academia and wider civil society.

5. KEY QUESTIONS

- i. What do you think overall about the aims and ambitions of the new strategy?
- ii. What's missing or could be improved?
- iii. Which organisations, businesses or community groups should we be engaging with?
- iv. How can we embed the circular economy, inclusion and better use of infotech into the new strategy and across everything that we do?
- v. Do you have any other comments you'd like to make about the draft strategy?

6. WHAT NEXT?

Engagement and consultation will continue between September 2019 and November 2019. This consultation will include the major West London "Growth Summit" on 29 October. The engagement will also include round tables and 1-1 meetings with key partners and stakeholders. The final strategy will be published in January 2020.

	<p style="text-align: center;">West London Economic Prosperity Board 10</p> <p style="text-align: center;">18 September 2019</p>
<p style="text-align: right;">Title</p>	<p style="text-align: center;">Strategic Investment Pool 2019/20</p>
<p style="text-align: right;">Report of</p>	<p>Paul Najsarek, LB Ealing</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>APPENDIX ONE: Bidding guidance APPENDIX TWO: Bidding timeline</p>
<p style="text-align: right;">Officer Contact Details</p>	<p>Luke Ward, Head of Growth, Employment and Skills, West London Alliance, E: wardlu@ealing.gov.uk. M: 07738 802929</p>
<p style="text-align: center;">Summary</p>	
<p>This report provides the Committee with an update on the London-wide Strategic Investment Pool (SIP) process, which is being led by the City of London Cooperation (CoLC) in coordination with London Councils. The current SIP round has an expected value of just under £40m, with the exact amount to be confirmed by CoLC following the end of the financial year. Detailed guidance relating to the timeline and process for awarding this resource is contained within appendices one and two of this report.</p> <p>Over Spring and Summer 2019 WLA boroughs worked together to develop bids focusing on securing new SIP monies that support a range of programme areas as part of the West London Vision for Growth, and which were identified by the Committee at its meeting on 19 June 2019. These included bids relating to skills and employment, digital investment and 5G, and the West London Orbital. The total value of these bids is £12.4m.</p> <p>The bids submitted by WLA boroughs are currently being reviewed by the London SIP Panel. The bids proposed to be funded by the SIP are expected to be announced on 1 October 2019 by CoLC, with a final outcome report confirming the funded bids due on 26 November 2019. The transfer of the first round of SIP funds to successful bids is expected soon after that by late December 2019.</p>	
<p style="text-align: center;">Recommendations</p>	
<p>Leaders are asked to:</p> <ol style="list-style-type: none"> NOTE that the City of London Corporation (CoLC), in coordination with London Councils is coordinating this year's round of Strategic Infrastructure Pool (SIP) funding, worth c.£40m across London. 	

- 2) NOTE that bids covering the themes of Skills, Digital and West London Orbital were submitted by WLA boroughs by the Deadline of 4 September 2019, following discussion by the WLEPB on 19 June 2019 and subsequent further development by senior officers.
- 3) NOTE that recommended bids for funding are due to be announced by the City of London Corporation and London Councils on 1 October 2019, with the successful bids confirmed on 26 November 2019.
- 4) Note that a report providing a progress update on the first year's SIP projects (value £11.13m) is due to return to the WLEPB at its meeting on 20 November 2019.

1. WHY THIS REPORT IS NEEDED

The devolution of increases in the business rates base to local areas to facilitate economic growth has been a key element of the lobbying work of London local government over the last few years. It was also a core recommendation of the London Finance Commission in 2013 and is included in the WLEPB's cross-borough growth strategy, the West London Vision for Growth.

This year represents the second year of Business Rates devolution through the SIP process, following the first round that was launched in 2018 and which resulted in West London boroughs securing £11.13m to invest in skills programmes and high speed fibreoptic cables in "not-spot" areas. Both these projects are now in mobilisation phase and, taken together, represented the largest amount secured by any single sub-region in London. A more detailed report on progress delivering these SIP projects will return to the next meeting of the WLEPB.

This year's current round of SIP then represents an opportunity to apply lessons learned from last year's successful experience to secure further new resource for boroughs to invest in their shared priorities relating to growth and prosperity. The WLEPB identified bids relating to Skills, digital and West London Orbital as being of shared interest for further development as SIP bids at their meeting on 19 June 2019.

2. INDICATIVE TIMELINE

A note containing guidance and the criteria and timeline for the 2019/20 SIP round is contained within Appendix One (bidding guidance) and Appendix Two (bidding timeline). A summary of the timeline is set out below:

ACTION	DATE
Launch of 2019/20 SIP process consultation by CoLC	March 2019
Identification and development of bids	April 0 August 2019
Deadline for submission of bids to CoLC	4 September 2019
Consultation with boroughs about the recommended bids	1 October 2019
Final outcome report (based on consultation responses)	21 November 2019
Transfer of SIP funds to successful authorities	By 31 December 2019

Last year London Councils and the CoLC (as the lead local authority), in agreement with MHCLG, designed three principles for allocating SIP monies and these principles are being carried forward to 2019/20. They are:

- i. Both the Mayor and a clear majority of the boroughs would have to agree;
- ii. A clear majority of the boroughs would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London Corporation), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
- iii. If no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision-making round.

In addition to these three principles, the guidance sets out the following criteria for allocating SIP monies, which are the bids should:

- 1) Contribute to the delivery of key economic growth priorities
- 2) Be as large-scale as possible, with a preference for bids with higher returns on investment
- 3) Benefit the widest possible geographical area, with a presumption that the broader the area of impact the better
- 4) Include match funding either in cash, in kind or leveraged, as much as possible
- 5) Be delivered as soon as possible (although no delivery deadline has been set).

As was the case in 2018, there is a significant likelihood that, collectively across London, the value of bids to the SIP are greater than the SIP itself. Furthermore, there is information to suggest that other sub-regions and partnerships in London are putting significantly greater levels of resource into the development of SIP bids this year compared to last. Taken together, this may mean that some bids are scaled back to some extent by CoLC and London Councils. Should this happen then the exact process for negotiating this would be led by London Councils, and may occur through the consultation on the recommended bids that is expected to take place in October 2019.

3. THE BIDS

The Committee previously discussed a “long list” of potential SIP bids that could be developed further when it met on 19 June 2019. This list was subsequently further refined by officers, with oversight from Chief Executives and Growth Directors, based on this steer. Bids covering three themes – Skills, Digital, and West London Orbital were subsequently developed and submitted by the Deadline of 4 September 2019. They are described below:

1. **Skills and productivity:** This year's bid is being designed to move the agenda on significantly from last year, with an emphasis on addressing forecasted and evidence-based skills gaps in the economy that will constrain growth if they are not addressed, alongside targeted support to those furthest from the labour market to find meaningful work. The bid is worth £3.5m in total, which includes c.£400 - £500 thousand for local delivery of the sub-regional skills strategy within each borough. Previous comments from the West London Skills Board relating to in-work progression, helping those furthest from the labour market, and supporting people in mid and late career were incorporated into the bid. Also incorporated is an extension and expansion of the Cities of Learning pilot project the Board has commissioned from the RSA, subject to the satisfactory completion of the first round of SIP-funded work. This bid has a value of £3.7m.
2. **Digital investment** that supports local growth and makes more effective use of digital infrastructure to create jobs and growth, in particular 5G. This theme was split into two separate bids, both of which are being developed with borough officers. The first focuses on deploying 5G in West London at scale and in areas the market wouldn't otherwise invest in within a reasonable timescale. This will include mapping physical and digital assets in each borough (fibre networks, data and information, buildings, under-floor ducting, car charging points, 5G and 4G transmitters, environmental sensors etc) and identifying gaps in provision along with options for leveraging further investment to fill them in a way that meets borough priorities and needs. The value of this bid is £1.7m. The Second bid focuses on applying a sector focused "Challenge Fund" model that is used successfully by DCMS to address strategic challenges relevant to WLA boroughs by making innovative or better use of technology and/or data – in this case to addressing economic constraints associated with congestion and construction traffic. The value of this bid is £3.4m.
3. **West London Orbital further development** with TfL to unlock up to 29,000 new homes, 22,000 new jobs and up to £99m of annual new business rates. This bid focuses on securing resources for individual boroughs to undertake detailed master planning of the new communities and regeneration areas along the length of the route or in places that will benefit from the WLO through interchanges. It also includes resource for initial public consultations and resource to take forward the detailed development of the line and its new stations with TfL, all the way to Transport and Work Acts Order (TWAo) stage in 2021. This bid has a value of £3.6m.

The WLEPB asked on 19 June 2019 that the SIP process be used as an opportunity to make connections between different policy areas and to remove silos, and this cross-silo approach has been built into the development process from the outset.

4. IMMEDIATE NEXT STEPS

- 4.1 Officers, particularly through Growth Directors Board continue to engage with the SIP process via CoLC and London Councils. Bids have now been submitted and so the focus is now on ensuring that any projects successful in the bidding process can be mobilised and delivered as quickly as possible during the December 2019 and early 2020.

5. REASONS FOR RECOMMENDATIONS

- 3.1 To ensure that West London boroughs secure a fair proportion of the SIP resource that is available for London and that shared borough priorities through the West London Vision for Growth can be fully resourced.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 This bidding process reflects an injection of new money into local government in London, enabling investment in growth that would otherwise be either unfunded or more difficult to fund.

7. POST DECISION IMPLEMENTATION

- 7.1 Following discussion by the Committee any areas it identifies as of particular interest will be actioned by officers, and with London Councils as required, and inform the bids that will be delivered in further detail over June and July 2019.

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

- 8.1.1 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. Specifically, it focuses on delivering the emphasis in the Vision for Growth on making the most of local government finance devolution for local communities, businesses, and councils.

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

- 8.2.1 The SIP bids are for external resources that will be used to deliver borough shared growth and regeneration priorities. Individual boroughs will at all times decide how they would like to approach any match funding locally, and according to their internal and democratic processes.

8.3 Legal and Constitutional References

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

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

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

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

8.4 Risk Management

8.4.1 The purpose of the SIP is to demonstrate that local government can make sensible investments in long term economic growth better than if that resource was managed by a different tier of government (e.g. central government). There is a risk that, across boroughs, this does not happen optimally and the SIP resource is simply allocated according to the relative populations of individual borough groupings.

8.5 Equalities and Diversity

- 8.5.1 None directly associated with the bids themselves. Any projects arising as a result of securing SIP resources for West London Boroughs will be assessed for equalities impacts as appropriate on a case-by-case basis.

8.6 Consultation and Engagement

- 8.7 Borough chief officers from all WLA boroughs were involved in the development of all three SIP bids.

9. BACKGROUND PAPERS

- 10.** APPENDIX 1: SIP GUIDANCE FROM CITY OF LONDON CORPORATION
11. APPENDIX 2: SIP TIMELINE

London Business Rates Pilot Pool 2019-20

Strategic Investment Pot

Operational principles and bidding process

Background: the commitment to strategic investment

1. Under the agreed terms of the London 75% Business Rates Retention Pilot Pool, 15% of the net financial benefit of pooling – currently estimated at c.£25.7 million – is reserved for the Strategic Investment Pot. In addition, funds unallocated in 2018-19 estimated at £12.8m are also available for allocation, to be spent on projects that:
 - i. contribute to the sustainable growth of London's economy and an increase in business rates income either directly or as a result of the wider economic benefits anticipated;
 - ii. leverage additional investment funding from other private or public sources; and
 - iii. have broad support across London government in accordance with the agreed governance process (see paragraph 5). Generally, this will mean a preference for collaborative bids over broader areas than just a single borough.

These headline criteria were agreed with Government in the MOU for the scheme between MHCLG, London Councils (for the 33 billing authorities), and the GLA.
2. In addition, the Mayor of London is committed to spend the GLA's share of any additional net financial benefit from the pilot on strategic investment projects. As previously agreed, decisions on the allocation of the GLA's share will be made by the Mayor of London.
3. Overall, it is anticipated that approximately 50% of net additional benefits arising from the pilot pool will be spent on strategic investment projects.
4. The Government's evaluation of the London pilot pool will include assessment of the extent to which this expectation is met, and the effectiveness of the collective decision-making arrangements in agreeing suitable investment projects.

Decision making arrangements for the SIP

5. As set out in the MoU, decisions regarding the Strategic Investment Pot will be taken formally by the City of London Corporation – as the Lead Authority – in consultation with all member authorities. All references to ‘Lead Authority’ in this note refer to the City of London Corporation performing that role on London Government’s collective behalf. In performing that role, as agreed in the Pilot Pool MoU, the Lead Authority’s decisions will reflect consultation principles designed to protect Mayoral, borough and sub-regional interests. These are that:
 - i. both the Mayor and a clear majority of the boroughs would have to agree;
 - ii. a clear majority of the boroughs would be defined as two-thirds of the 33 billing authorities (the 32 boroughs and the City of London Corporation), subject to the caveat that where all boroughs in a given sub-region disagreed, the decision would not be approved;
 - iii. if no decisions on allocation can be reached, the available resources would be rolled forward within the pot for future consideration at the next decision-making round.
6. The exact size of the fund will not be finalised until the 2019-20 accounts are closed. Two bidding and allocation rounds are therefore planned: the first in year, and the second following the end of the financial year. Where there are funds from a prior year, these will be allocated together with those from the current year in a single annual round. If the pilot pool is wound up, there will be a final round the following year to allocate any balance remaining.

Operating principles

7. For the SIP to succeed, within the relatively limited resources available, it will need to focus on proposals that are substantial enough to make a credible contribution to promoting economic growth, combine delivery in the short-term with longer-term investment proposals and are able to secure the necessary support across London. It is envisaged that the bidding and evaluation process should aim to identify a package of 5-10 projects addressing a range of priority issues and areas to help promote economic growth.
8. Bids are invited from boroughs or groups of boroughs and the City of London Corporation, and will be judged against their achievement of the principal aims agreed with Government (see paragraph 1) and the following set of **evaluation criteria**, with the evaluation seeking to identify a package of proposals that draws an appropriate balance between them:
 - i. ***Contribution of anticipated outputs to key economic growth priorities:*** e.g. housing and planning; transport and infrastructure (including digital

infrastructure); skills, employment and business support. This could be evidenced, for example, by quantification of anticipated outputs (increase in homes, commercial floor space, jobs, etc.), explanation of the reasons a public sector intervention is required, and by alignment with existing regional, sub-regional and local strategies.

- ii. **The anticipated scale of economic benefit**, both in absolute terms and, where appropriate, expressed as a ratio of anticipated return to investment required.
 - iii. **The breadth of geographic impact** – with a presumption that the broader the area of impact the better. Whilst strong local bids will be considered under other criteria, there will be a preference for joint proposals with as broad a footprint as possible, including but not necessarily limited to those from existing sub-regional partnerships, or which apply to the whole of London.
 - iv. **The scale of match funding**, both in absolute terms and expressed as a ratio of funding from other public or private sources to SIP investment required. The presumption will be that – all other things being equal – proposals that command a greater level of match funding will be preferred.
 - v. **Delivery timescales**: No strict cut-off point is proposed; however delivery timescales will be considered within the overall evaluation, with a presumption in favour of earlier completion (and therefore earlier economic returns) but ensuring an appropriate mix of recommended proposals between “oven-ready” schemes and longer-term investment projects.
9. The criteria have been identified in part because they are capable of objective evaluation. That said, a degree of judgment and interpretation may be required in some areas, and the evaluation process will need to ensure that anticipated benefits have been robustly and credibly estimated – at a level of detail commensurate with the scale and nature of the proposal.
10. Proposals that form part of a wider scheme – e.g. feasibility studies or master-planning – will require at least a strategic outline case; capital delivery schemes should be supported by a fuller business case.
11. The Lead Authority will undertake the evaluation and formulate its recommendations, supported by a panel of advisors drawn from senior finance, regeneration and service directors from the boroughs, London Councils and the GLA.

Conditions

12. The agreement with Government does not place any restrictions on the use of the Strategic Investment Pot, other than that it meets the criteria set out in paragraphs 1 and 8. It will, however, be important for London Government both to ensure the

most effective use of the resources available and to demonstrate to Government its ability to do so.

13. Restricting the use of funds to capital expenditure would support our ability to point to concrete outcomes from the investment. However, it could prove unnecessarily inflexible and unhelpful by, for example, limiting the ability to support enabling work for major projects such as master planning or the establishment of delivery vehicles, or investment in “non-traditional”, digital infrastructure. In order to maintain flexibility, no strict expenditure category restrictions are included in the selection criteria.

Process and timetable

14. The timetable is issued in a separate document, showing the main stages in the process.
15. The agreed decision-making process requires member boroughs and the Mayor to decide formally their response to the consultation on projects recommended by the Lead Authority. In many cases, these decisions will be delegated to officers – and therefore reasonably flexible in timing – but others may require Cabinet or Committee decisions. Adequate advance warning and a reasonable consultation window of at least a month before formal decision points are therefore required.
16. In order to facilitate proper political consideration and guidance, the 2019-20 timetable also allows additional time for informal consideration of the proposals and collaboration by participating authorities and any sub-regional groups, both prior to submission and after the issue of the consultation report. This is for sub-regional partnerships and participating authorities to consider locally. The period for evaluation has been reduced as much as possible, to allow the period for bids to be prepared, in turn, to be extended.
17. To provide assurance to pool member authorities and to inform future funding decisions, the Lead Authority and its advisory panel has developed monitoring and evaluation arrangements for those projects supported by investment from the SIP. For 2018-19 projects, these will be reported on alongside the 2019-20 allocation round.
18. The monitoring arrangements are secured through a legal agreement between the Lead Authority and the accountable borough for a successful bid. Along with the bid form, authorities are asked to submit an updated draft grant agreement, showing the details of their bid and any comments their legal team may have on the wording. This will enable prompt progression from an allocation decision to payment of SIP funds.

Appendix: Evaluation Process and Parties Involved

As outlined, there are a lot of stages and groups involved in the evaluation and decision-making process. In more detail, the groups and their roles are:

- **Sub-regional groups** – we anticipate based on 2018-19 that locally agreed arrangements might involve these groups coordinating and working with boroughs to prepare bids. Some regions used the groups to 'longlist' proposals and agree together what would be submitted from the region, and some groups wanted to consider the consultation together in these groups before each authority decided and responded.
- **SIP Panel (Strategic Investment Pot Panel)** – this is the group that evaluates all the bids and makes the recommendation in the consultation report. The group is chaired by the Lead Authority, and comprises Chief Officers (and some deputies) from around London, from a mix of professions, with expertise covering the range of objectives of the fund.
- **Evaluation Working Group (EWG)** – this group, chaired by the Lead Authority, and comprising senior officers from around London, from a mix of professions, with expertise covering the range of objectives of the fund, supports the SIP Panel by preparing detailed evaluation notes, and initial scoring of all the bids.
- **City of London Corporation (CoLC, City Corporation)** – is the lead authority, so it administers the funds, and takes the formal, legal decision to allocate as above.
- **Chief Executives of London Councils (CELC), Society of London Treasurers (SLT)** – these are the groups, respectively, of all the Chief Executives and Finance Directors (Treasurers) of the participating authorities, and is used here largely as a shorthand for the groups that will receive the consultation report and invitation to bid. SLT lead on the pilot, as it's primarily related to the wider issue of funding for the authorities (the SIP is a small part of billions collected in business rates, much of which funds a significant part of the activity of the authorities involved).
- **Congress of Leaders** – is a political meeting of the Leaders of all the London authorities (32 boroughs and the City Corporation) and the Mayor of London. This isn't a decision-making body, but will receive information about the SIP, including the consultation report). Congress only happens twice per year, so it may not be able to receive the outcome/consultation report.
- **Leaders' Committee** – is a political meeting of the Leaders of all the London authorities (32 boroughs and the City Corporation). This is the joint committee that runs London Councils, but can't take the decision on SIP due to the criteria highlighted above (as decisions by joint committees must be made on a simple majority). This receives the outcome report – which is also provided to the Mayor of London.
- **Policy and Resources Committee** – the City of London Corporation Policy and Resources Committee takes the formal, legal decision, in accordance with the agreement between the participating authorities (i.e. if the two-thirds, Mayor of London, and lack of regional disagreement are met). They also decide on the City Corporation's response to the consultation, as a decision-making body of a participating authority.

The steps in the evaluation process are:

- SIP Panel and EWG receive all bids, in full.
- EWG complete initial summaries and comments on the bids. All bids are discussed in detail at a meeting, and summaries and comments are agreed.
- SIP Panel receive the briefing from EWG. All bids are discussed in detail at a meeting, and a recommendation is agreed.
- CoLC prepare a consultation report, including the recommendation from the SIP Panel.
- SIP Panel review and approve the consultation report prior to issue.

London Business Rates Pilot Pool Strategic Investment Pot

2019/20 Dates

Final



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From	To	What?	Who?
08 Mar 19	04 Sep 19	Authorities work on bids	All
08 Mar 19	04 Sep 19	Sub-regional groups may wish to consider bids	Sub-regional groups
08 Mar 19	18 Mar 19	Consultation on SIP Process	All
11 Apr 19	11 Apr 19	Draft guidance launched	CoLC
06 Jun 19	06 Jun 19	Launch of bidding guidance and form	CoLC
13 Jun 19	13 Jun 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
14 Jun 19	14 Jun 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
18 Jun 19	18 Jun 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
27 Jun 19	27 Jun 19	SIP Panel - introduction/TOR call	SIP Panel
16 Jul 19	16 Jul 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
18 Jul 19	18 Jul 19	Opportunity for pre-submission discussions about bid proposals	CoLC/London Councils/All
04 Sep 19	04 Sep 19	Deadline for submission of bids to ndr.pool@cityoflondon.gov.uk	Accountable authorities
04 Sep 19	04 Sep 19	Bids issued to Evaluation Working Group and SIP Panel	CoLC
10 Sep 19	10 Sep 19	Evaluation Working Group submit evaluations	Evaluation Working Group
12 Sep 19	12 Sep 19	Evaluation Working Group meet	Evaluation Working Group
16 Sep 19	16 Sep 19	Draft evaluation group notes issued to EWG and SIP Panel (e-mail)	EWG/SIP Panel
18 Sep 19	18 Sep 19	SIP Panel meet to evaluate bids	SIP Panel
23 Sep 19	23 Sep 19	Draft consultation report issued to SIP Panel (e-mail)	CoLC
25 Sep 19	25 Sep 19	SIP Panel meet to discuss draft report (call)	SIP Panel
27 Sep 19	27 Sep 19	Circulation of consultation report - final SIP Panel sign off (e-mail)	SIP Panel
01 Oct 19	01 Oct 19	Consultation issued to all authorities (via CELC and SLT)	CoLC
01 Oct 19	07 Nov 19	Sub-regional groups may wish to consider consultation	Sub-regional groups
08 Oct 19	08 Oct 19	Congress of Leaders - SIP consultation report	London Councils
07 Nov 19	07 Nov 19	Consultation responses to NDR.Pool@cityoflondon.gov.uk	All
21 Nov 19	21 Nov 19	Policy & Resources Committee take formal decision	CoLC
21 Nov 19	31 Dec 19	Agreements signed and SIP funds transferred	Accountable authorities/CoLC
26 Nov 19	26 Nov 19	Outcome report issued	London Councils



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

February 2019 – March 2020

Title of Report	Overview of decision	Report Of <i>(officer)</i>
27 February 2019		
External Speaker	Chair of London First, Paul Drechsler CBE to discuss a range of issues including business priorities, Brexit, and infrastructure	Paul Drechsler, CBE
Brexit Analysis	TO NOTE emerging factual economic trends relating to Brexit	Luke Ward, WLA
Orbital Rail Outline Case Progress Review	TO NOTE progress towards the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
One Public Estate (OPE)	TO AGREE next steps progressing the West London OPE programme	Paul Najsarek, LB Ealing
Chair's Review of the Year/Annual Report	TO AGREE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
19 June		
External Speaker	To engage in a discussion with the Director of the Centre for London about social and economic trends in West London over the coming years. This discussion is intended to support the Committee to identify any new priorities or to issues that it wants to explore further together e.g. in relation to technological change, the environment, housing or social inclusion. Any actions identified will be incorporated into the programme.	Ben Rodgers, Director, Centre for London
Refreshing the Vision for Inclusive Growth	TO AGREE the emerging priorities and timeline for the future Vision for Growth, including a comprehensive approach to partner engagement and messaging, alignment with Industrial Strategy, with a view to returning a final version to the September meeting of the WLEPB.	David Francis, WLA

Title of Report	Overview of decision	Report Of (officer)
Strategic Investment Pool (SIP) – delivery and future rounds	TO NOTE progress delivering the successful SIP bids, TO NOTE arrangements for the second SIP round in 2019/20	Paul Najsarek, LB Ealing
Orbital Rail Outline Case	TO AGREE next steps in relation to the outline business case produced by WLA boroughs and TfL to bring forward this scheme and agree next steps.	Amar Dave, LB Brent
Capital West London progress review and performance report	TO UPDATE the Committee on progress delivering the service and the forward plan for the coming year.	Amar Dave, LB Brent
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
Sep 2019		
External Speaker	Heidi Alexander, Deputy Mayor for Transport	Deputy Mayor for Transport
Orbital Rail Progress and next steps	TO NOTE the updated report on progress bringing forward the West London Orbital Scheme	TBC
Vision for Inclusive Growth Refresh	TO AGREE, subject to final comment, the refreshed Vision for Inclusive Growth	David Francis, WLA
Work & Health Programme performance update and next steps	TO NOTE the report updating on the progress of these two programmes	Paul Najsarek, LB Ealing
Strategic Infrastructure Pool	AT AGREE any actions required as part of the delivery of the SIP process, as well as in relation to Round Two SIP funding for 2019/2020.	Luke Ward, WLA

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
20 November 2019		
External Speaker	TBC – suggestions from the Committee welcome	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	TBC
Industrial Strategy and Shared Prosperity Fund	TBC	Paul Najsarek, LB Ealing
Strategic Infrastructure Pool delivery review	AT AGREE any actions required as part of the delivery of the SIP process, as well as in relation to Round Two SIP funding for 2019/2020.	Luke Ward, WLA
Report of the West London Skills Board	TO NOTE the progress made by the West London Skills Board over the previous year and its priorities for the year ahead.	Niall Bolger, LB Hounslow
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
26 Feb 2020		
External Speaker	TBC – suggestions from the Committee welcome	TBC
Orbital Rail Progress and next steps	TO NOTE the outline business case produced by WLA boroughs and TfL to bring forward this scheme.	Amar Dave, LB Brent
Future Infrastructure Priorities	TO IDENTIFY future shared infrastructure priorities based on analysis prepared by borough officers	TBC
Capital West London performance report	TO UPDATE the committee on progress delivering the service and the forward plan for the coming year.	Luke Ward, WLA

Title of Report	Overview of decision	Report Of (<i>officer</i>)
Chair's Review of the Year/Annual Report	TO AGREE the committees annual report and forward plan	Paul Najsarek, LB Ealing
Economic Prosperity Board Forward Plan	To review and APPROVE by the Board	Chair
Possible External Speakers to be invited/return to a future EPB: <ul style="list-style-type: none"> • The Minister for London The Rt. Hon the Lord • Blunkett • Jules Pipe • Will Butler-Adams • Rajesh Agrawal 		

