

# West London Vision for Growth

## ACTION PLAN

September 2016



FRONT COVER: AERIAL VIEW OF WEMBLEY PARK AND NORTH WEST VILLAGE • IMAGE COURTESY OF QUINTAIN

BACK COVER: PROPOSED NEW STATION FOR EALING BROADWAY • IMAGE COURTESY OF CROSSRAIL



EALING BROADWAY

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VISUALISATION OF WEMBLEY PARK • IMAGE COURTESY OF QUINTAIN

## INTRODUCTION



## WEST LONDON'S VISION FOR GROWTH

The West London Alliance (WLA) is a partnership of seven London councils – Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon and Hounslow.

The Alliance is responsible for driving forward delivery of the West London Vision for Growth, which has the goal of ensuring that the sub-region remains a thriving and prosperous part of a premier world city, with highly profitable businesses investing in it, successful residents and resilient communities.

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



GRAND UNION PARK • IMAGE COURTESY OPDC

## West London's Vision for Growth has six objectives:



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



# THE OPPORTUNITY

## WEST LONDON'S ECONOMY

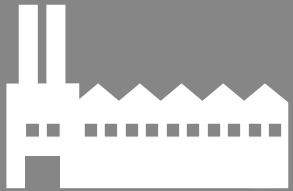
West London is a large and relatively affluent place with a growing population of over two million people and the second largest economy in the country. GVA per worker is the highest in London. There are however a number of potential constraints to economic growth – such as increasingly unaffordable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

West London is well placed to address these challenges. The sub-region makes a number of unique and significant contributions to the London and wider UK economies through its assets such as Heathrow Airport

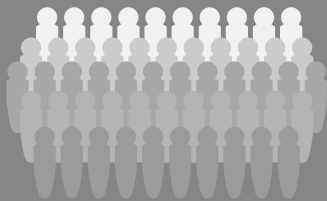
and Park Royal, as well as major growth opportunities such as the Golden Mile and Brent Cross amongst others. West London has excellent radial infrastructure in and out of the City, and also out to the wider country. Its growing population is well-educated, enterprising, and flexible thanks to a high quality education and training system.

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

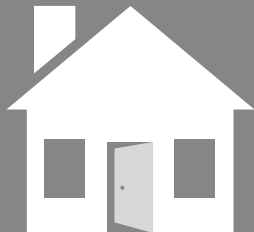
# WEST LONDON IN NUMBERS



**100,000**  
businesses in West  
London in 2015  
(Source: ONS)



Total population  
**2,065,000**  
(Source: GLA)



**6,500**  
new homes built  
between 2013-14  
(Source: WLA member boroughs)



# DELIVERING THE VISION

The West London Vision for Growth is overseen democratically by the West London Economic Prosperity Board (WLEPB), a joint committee consisting of the leaders of Barnet, Brent, Ealing, Hammersmith and Fulham, Harrow and Hounslow, supported by their chief executives.

The WLEPB meets on a quarterly basis and is supported by a wider partnership of leaders from across the economy including business groups, major employers, the further education and high education sectors.

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

GSK HEADQUARTERS IN BRENTFORD, HOUSLOW



AERIAL VIEW OF WEST LONDON; 'S EXCELLENT TRANSPORT LINKS



# PRINCIPLES

There is already a significant amount of work happening at both the borough level (e.g. town centres) and pan-London level (Skills Devolution, elements of housing).

It is important that work to deliver the Vision for Growth positively supports the activity that is already happening at borough level, and adds value in the areas that are most effectively delivered by all west London members working together in a democratically accountable way.

With these points in mind, three key principles have been developed to guide the development of this action plan: **SUBSIDIARITY**, **ADDITIONALITY** and **ACCOUNTABILITY**.

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

**SUBSIDIARITY:** Sub-regional activity occurs where it either wouldn't otherwise happen or would be less efficient if undertaken at the national, regional or borough levels.



**ADDITIONALITY:** Activity occurs and is prioritised where action produces the greatest economic impact for the least resources.



**ACCOUNTABILITY:** Sub-regional activity has clearly defined objectives and outputs, is resourced, and has clear ownership.





# OUR APPROACH TO GROWTH

This action plan identifies four categories into which the objectives set out in the Vision for Growth can be organised, and specific activities and areas of work to be identified for each. This diagram sets these out, along with some additional detail about associated activities, which are explained in more detail in the following section.



# VISION FOR GROWTH ACTION PLAN

Below are proposed activities for the short term (12 mths), medium term (1-3 yrs) and long term (3+ yrs).

## HOUSING

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



- Engage with delivery of wider housing devolution in London and consider a West London development vehicle if required as part of the devolution
- Develop and initiate delivery of the One Public Estate (OPE) Programme to create space for housing and employment
- Explore opportunities to give councils first refusal on buying land for housing at the existing value when other parts of the public sector are selling it
- Work with the Old Oak Common and Park Royal Development Corporation (OPDC) to deliver significant levels of housing

**NOW**

**SOON**

- Refresh and align local plans across West London, including OPDC, to ensure consistent position on Housing, and coordinate influencing & lobbying activity at sub-regional level to increase housing supply
- London Plan reflects Sub Regional housing priorities and opportunities, including those identified through the OPE programme
- Menu of options developed to support people who are unable to engage with the housing market
- Developments on OPE sites start on site

**LATER**

- Higher net growth in the housing stock and more affordable housing
- Continue delivery of West London Public Land Development Pipeline



## PRODUCTIVITY, SKILLS AND EMPLOYMENT

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

NOW

- Undertake Area Review of Further Education provision, based on best possible labour market forecasting
- Finalise a skills devolution deal for West London
- Complete the current employment pilots for **Working People Working Places**, the **Skills Escalator**, and the **Mental Health Trailblazer**
- Lobby DWP to properly fund activity Local Authorities are leading to support welfare reforms and Universal Credit
- Lead design work and commissioning of the Work and Health programme to maximise opportunities for people in West London from all backgrounds to gain employment and secure housing
- Support development of West London Apprenticeship Training Agency

- Completion of Area Review and implementation of recommendations
- Refine labour market information and develop approaches to help businesses understand and describe their future skills needs
- Design and develop devolved skills commissioning function for the sub-region
- Evaluation of pilots and, if impact is found to be positive, establish framework for a wider roll out
- Ongoing coordination with government and DWP to secure sufficient resources to implement Universal Credit
- Deliver sub-regional Work and Health programme
- Undertake analysis and research to support evidence-based and targeted approach to Work and Health Programme
- Develop an approach to the Apprenticeship Levy to ensure that West London councils and businesses make a net gain
- Identify required income growth levels and embed them into sub-regional activity relating to skills and work

SOON

LATER

- Commission skills provision that meets the needs of employers.
- Overall programme of employment support and a skills offer that enables people from all backgrounds to find employment, boost productivity, and support business growth
- Changing minimum household income requirements incorporated into sub-regional employment activity so that people are able to live and work here in the future



## INFRASTRUCTURE

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

**NOW**

- Model the current and future costs to the economy associated with inadequate orbital transport infrastructure and identify cost-effective solutions
- Compare boroughs' work on "smart cities" and Open Data to identify opportunities and issues that are best addressed sub-regionally
- Influence content of forthcoming Mayor's Transport Strategy in the Sub-Regional Transport Plan

**SOON**

- Agree shared priorities for physical and digital infrastructure lobbying and investment in the sub-region, based on the needs and opportunities identified by WLA member authorities and partners including OPDC; and develop a business case for investment
- Agree a "Smart West London" strategy; agree and implement any quick wins

**LATER**

- Sub-regional infrastructure priorities embedded into WLA member local plans, a refreshed London Plan and the forthcoming London Transport Plan
- Implement Smart West London Strategy to establish West London as a technologically forward-thinking and enabled economy
- Agreed investment pipeline with TfL and Government that addresses long-term WLA infrastructure priorities

## NOW

- Modelling projected Business Rate (BR) bases by borough across the sub-region to inform coordinated response to Business Rates devolution. Understand options for sub-regional pooling and redistribution of business rates. Align with existing national and London work on BR and wider fiscal devolution
- Review approaches to inward investment and agree scope of work
- Align existing West London Procurement Strategy with Vision for Growth, particularly in relation to supporting local businesses
- Identify approaches to supporting economic and business growth through developing closer partnerships between universities and business
- Map available workspace by use class and project this into the future based on development pipelines.
- Assess this against anticipated future growth sectors and mitigate the impacts of permitted development
- Align with GLA incubator space project



## A COMPETITIVE ECONOMY

## SOON

- Develop options for strategic response to BR and fiscal devolution that focus on delivering maximum benefit to West London and are consistent with wider London and national fiscal devolution activity
- If there is evidence of positive economic impact then agree to develop an inward investment strategy for West London
- Greater value of WLA procurement spend retained within the West London Economy
- Working with the HE sector, agree and develop a model for closer working between universities and business

## LATER

- Strong west London economy underpinned by a supportive sub-regional approach to Business Rates retention
- West London Inward Investment function established focusing on attracting major employers and investors to the sub-region in a targeted, evidence-based way
- Higher levels of business satisfaction and improved business survival rates
- Universities and businesses working together at the sub-regional level to stimulate innovation and create employment

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

# RESOURCING THE PLAN

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

## LEADERSHIP RESOURCE

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At the sub-regional level there is a focus on influencing and lobbying at a high level with a range of external bodies including central government departments, the GLA and TfL. For this reason it is important for there to be sufficient leadership capacity in place to drive the broad vision agenda forward. In addition to the WLA Director and the WLA Head of Growth, Skills and Employment, a borough growth director has been named against each of the four categories above who are responsible for ensuring sufficient leadership is in place to drive forward that category at a chief officer level both within the WLA and externally with partners.

## INSIGHT, RESEARCH AND ANALYSIS

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A number of the activities set out in the action plan represent analytical research that can be commissioned on a case-by-case e.g. understanding the impacts of changes in commercial office space supply in response to permitted development, modelling the economic costs of insufficient orbital infrastructure, understanding the impacts and opportunities associated with Business Rates devolution, or developing a strong base of labour market information.

It is anticipated that the WLA will commission between two and three significant pieces of research annually.

## ON-GOING PROGRAMME AND PROJECT DELIVERY

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Some elements of the action plan set out above are being delivered within existing resources, particularly in relation to the Productivity, Skills and Employment theme e.g. Area Review or the Work and Health Programme. Other aspects have been identified as priority areas by Chief Executives but are not included within the current budget envelope e.g. making better use of public land, developing a devolved skills commissioning function, developing a sub-regional approach to infrastructure, or developing closer ties with the university sector. If this action plan is approved these will be resourced effectively.





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