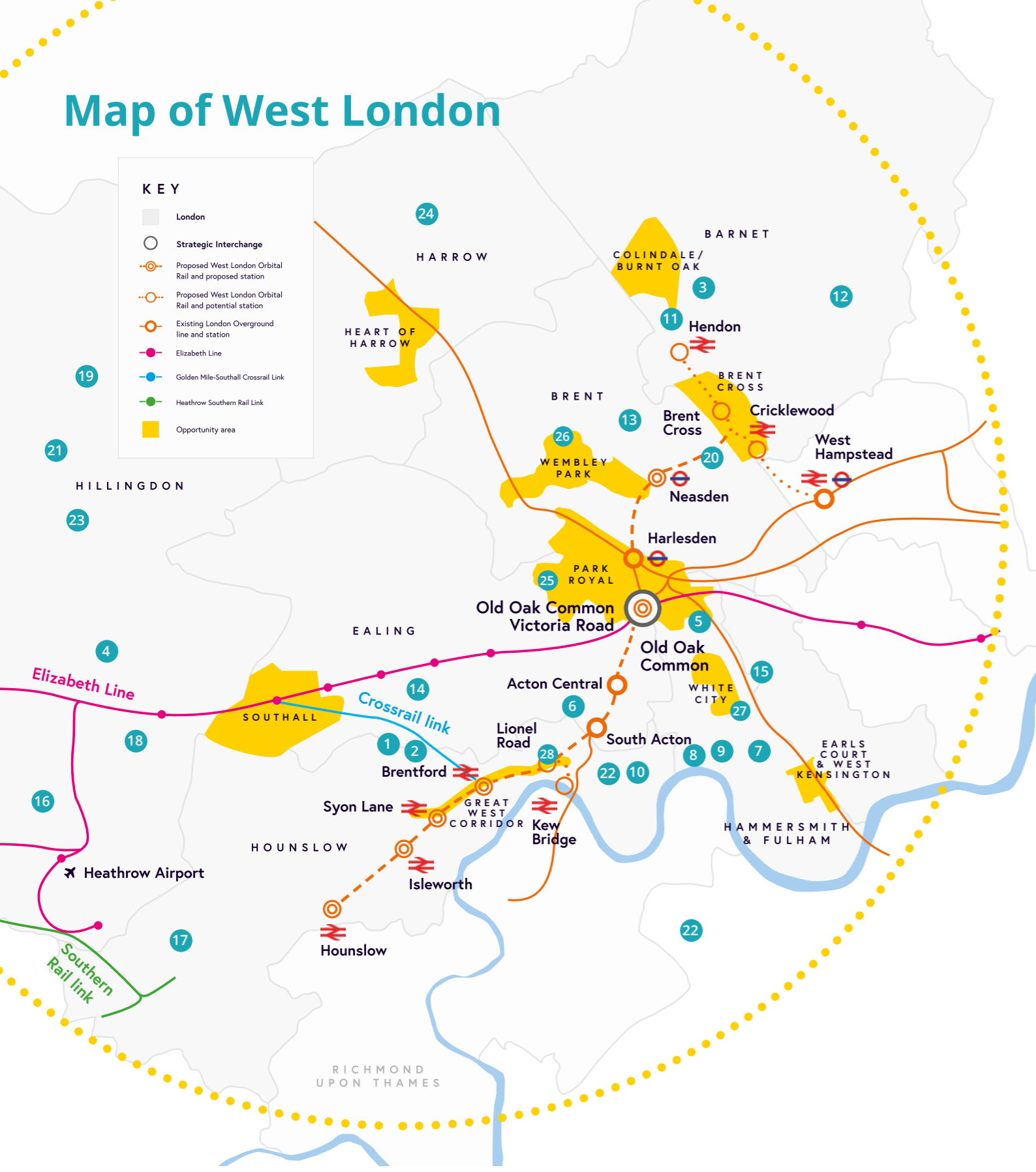


Build and Recover An Economic Recovery Strategy for West London



Map of West London



KEY

- London
- Strategic Interchange
- Proposed West London Orbital Rail and proposed station
- Proposed West London Orbital Rail and potential station
- Existing London Overground line and station
- Elizabeth Line
- Golden Mile-Southall Crossrail Link
- Heathrow Southern Rail Link
- Opportunity area

- | | | | | |
|-----------------------------|-------------------------------|---------------------------------|-------------------------|----------------------------|
| 1 Sky | 7 Olympia London | 13 London Designer Outlet | 19 Amgen | 25 Park Royal Food Cluster |
| 2 GSK | 8 Disney Corporate Office | 14 Ealing Studios | 20 Vitabiotics | 26 Wembley Stadium |
| 3 Middlesex University | 9 Fox Networks Group | 15 BBC Studios | 21 Coca Cola | 27 Westfield London |
| 4 Brunel University | 10 Discovery Corporate Office | 16 British Airways Headquarters | 22 Starbucks | 28 SEGA Europe |
| 5 Imperial College London | 11 Angels Fancy Dress | 17 Rolls Royce | 23 Bucks New University | |
| 6 University of West London | 12 Pentland Brands Limited | 18 Celgene Ltd | 24 Ipsos MORI | |

Foreword

West London boasts a proud history of being at the forefront of innovation, leading the way nationally in growth sectors, technology and the green economy.

With a pre-Covid19 GVA of £74bn, the West London economy has been hit hard by the pandemic. An extra 71,000 people claiming benefits in May 2020 compared to the same time last year – a 200% increase. More than 280,000 residents furloughed – that’s more than a quarter of all those in the capital.

The impact on our communities and businesses has been colossal. Entrepreneurs and micro businesses as well as those working in the aviation, retail, transport sectors and the supply chain, are amongst the hardest hit.

There are solutions and we can build back better.

Council Leaders across West London have mobilised quickly to drive economic recovery by working in collaboration on shared priorities: Growth sectors, Aviation communities, Skills and employment, Entrepreneurs and micro businesses, A Green recovery, Town centres and Housing and infrastructure.

We are determined to mitigate the damage caused by COVID-19 and to support all our communities, especially those hardest hit. As a group of councils, we have a track record of innovation and delivery, exceeding targets for delivering housing and developing new approaches to supporting residents into employment and raising skill levels.

We welcome the help announced by the government so far – particularly the investment in de-carbonisation and youth employment. However, further targeted interventions set out in our plan are urgently needed.

Working closely with the Mayor and other local authorities across London we are keen to align the aspirations of our Build & Recover plan with the London Recovery Board’s work on economic recovery through its mission-based approach. Particularly strong opportunities for collaboration and co-ordination exist across our themes on town centre, skills and employment, green recovery and microbusinesses and entrepreneurs.

The crisis is a once in a generation opportunity to create a greener economy with better and more sustainable jobs. A newly established Economic Recovery Task Force will deliver our bold and ambitious plan.

Councillor Stephen Cowan
Chair, West London Economic Prosperity Board

With a pre-Covid19 GVA of £74bn, the West London economy was bigger than Birmingham, Leeds and Glasgow combined and is a vital engine of the UK economy, contributing 4% of national GVA. But its economy has been among the country's hardest hit, and decisive action is needed to kick-start recovery for the benefit of the UK more widely. This Build and Recover Plan aims to ensure that the 350,000 people furloughed or newly claiming benefits can return to work quickly; that our businesses are equipped to weather the storm; and that council, government and private investment work together to drive a green recovery.

The West London economy comprises core growth sectors that will help to retain the UK's position in the global economy and it includes 11 Opportunity Areas in the London Plan. As the world's gateway to Britain it is home to leading biopharma companies, creative industries, tech and digital leaders, environmental innovators and a strong healthcare sector. The long-term sustainability of these sectors has been demonstrated, and these companies must be supported through the impact of Covid19 as an investment in the UK's future. West London needs support to build on the success of its world class institutions, diversify, and grow out STEM and green industries businesses. Major national and international assets include Heathrow Airport, the creative and digital hub at White City and the huge potential of Old Oak/Park Royal, as well as developments such as Wembley, Brent Cross, the Great West Corridor and Southall providing thousands of new homes and jobs. But West London is the worst affected part of London in terms of economic impacts of Covid19, and is among the hardest hit in the UK.

Has seen an extra 71,000 people claiming benefits in May compared to the same time last year – a three-fold increase. More than 280,000 residents have been furloughed – more than a quarter of all those in the capital.



The subregion has particular exposure to sectors and businesses especially likely to be affected by the pandemic. In particular, the near closure of Heathrow – the UK's largest single site employer – has impacted transport and storage jobs (40% of London's jobs in this sector are based in West London) and several firms providing foods and services for the airport. Other major employment sectors in the region, such as wholesale, retail and manufacturing, have also been hit hard by the pandemic. The large number of micro-businesses – usually a strength for West London – further increases the sub-regions vulnerability. The impact on our communities of these economic changes cannot be underestimated. However, Covid19 also provides a once in a generation

opportunity to re-think our long-term aspirations for West London, kick-starting the low carbon economy, taking advantage of permanently altered working patterns to revitalise our town centres, and tapping into the entrepreneurial spirit of West Londoners. In creating the conditions for this transformation, through investment in infrastructure and skills, we will need to ensure that the damage to communities is limited and growth opportunities are widely shared.

Given the current and potential future impact of the Covid19 outbreak on West London's economy, there is a pressing need for intervention to mitigate these impacts both on the economy and on West London's disadvantaged communities, particularly in BAME communities who have been hardest hit by the pandemic.

The Build & Recover plan sets out how this can be addressed jointly at the sub-regional level, complementing individual boroughs' and wider partners' efforts.

We welcome the help announced by the government so far – particularly the investment in de-carbonisation and youth employment. However, further targeted interventions are urgently needed, in particular:

- Creation of an Aviation Communities Fund, bringing together capital and revenue support for those communities severely damaged by the decline in aviation
- Investment to scale up our successful skills escalator programme
- Greater flexibility over use of existing funding streams such as Apprenticeship Levy
- Investment in infrastructure such as the West London Orbital rail line and Fibre / 5G

- Support for micro-businesses and the self-employed, who are at risk of 'falling between the cracks' of existing support.

Working closely with the Mayor and other local authorities across London we will seek to align the aspirations and themes of our Build & Recover plan with the missions being established by the London Recovery Board.

The Build and Recover Plan is structured around seven themes:

- Growth Sectors
- Aviation Communities
- Skills and Employment
- Entrepreneurs and Micro businesses
- A Green Recovery
- Town Centres
- Housing and Infrastructure

Each theme captures activities either underway or which are within boroughs' collective resources and powers to deliver in support of recovery, and sets out what more is required to address recovery at the necessary scale and pace – including policy flexibilities, repurposing of existing funding and provision of additional funding.



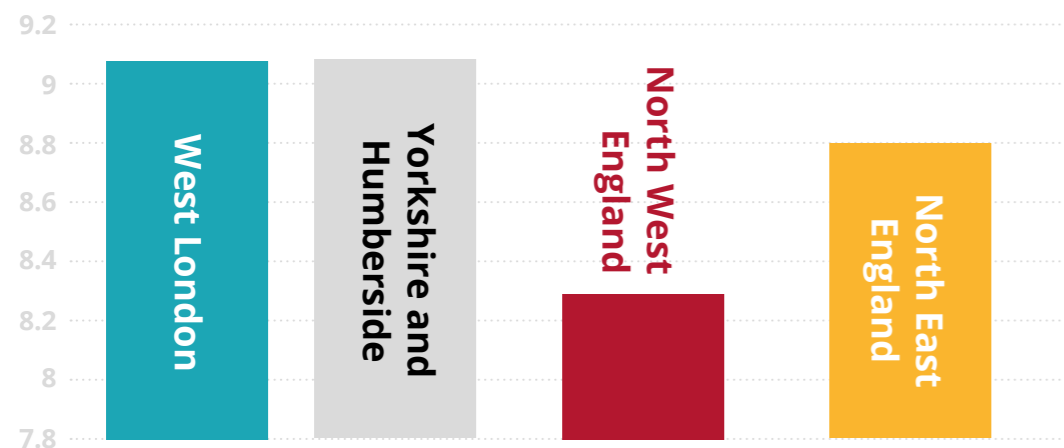
The impact of Covid19 on West London

West London is one of the country's most dynamic sub-regions. Pre-Covid-19 its economy was larger than those of Birmingham, Leeds and Glasgow combined and its contribution to the UK economy will ensure lasting prosperity for local people, London and the UK as a whole.

But it is being hit hard by the pandemic. Across our seven boroughs the numbers of people claiming Universal Credit have almost doubled since February and over 280,000 West London residents have been furloughed – more than a quarter of all those in the capital. Our economy is so hard hit because it relies particularly on the sectors most affected by the pandemic. Heathrow – the largest single site employer in the country – has seen a 97% fall in passenger numbers; this has affected not only those working at the airport, but also a huge range of related sectors and supply chain.

West London is the most globally connected place in London, attracting investment from firms in growth sectors from across the world, helping the UK position itself internationally and moving people and goods around the globe. World-class research at universities, like Imperial and Brunel, will support the evolution of the national economy in fields such as cleantech and zero carbon, digital and data, and there are growth opportunities across the subregion, where our councils are supporting development to provide over 100,000 new homes and commercial space for over 140,000 jobs. Delivering these schemes will draw on skills and material from across the country.

Fall in GVA%



West London's economy is taking a huge knock, but we have the foundations for renewed growth bigger, more inclusive and sustainable – and better for the UK – than before.

West London is an enterprise hot spot: 164,900 self-employed & 104,000 micro businesses. Self-employment rates (15%) are higher than London & the UK (13%). Enterprise has been the route into the labour market for BAME residents (52% of our population), many of whom trade in hospitality & retail (14.9% of all West London jobs) badly affected by Covid19. Parallel to this 16.4% of jobs are in growth sectors; professional, scientific & ICT which have been badly affected.

Within London, West London accounts for...



Two out of every five jobs in transport and storage within London



A quarter of wholesale & retail jobs



A third of manufacturing jobs

4% of the country's GVA is from West London

West London is set to suffer a downturn worse than any other part of London

93% of businesses in West London are micro businesses



with **0-9 employees**



97% fall

in passenger numbers at Heathrow

>280,000 West London residents have been furloughed

Growth Sectors

AIMS

West London has the opportunity to develop a growth sectors 'innovation district' spanning the subregion and branching out across the country. At the heart of the district are a series of sector-specific clusters that collaborate to provide government, academia and industry a testbed for cross-sector research and innovation.

Short term

- Support businesses who have been negatively impacted by Covid19
- Maximise opportunities for businesses that have experienced growth during Covid19, such as digital technology and life sciences

Longer term

- Accelerate the growth of high value sectors
- Promote innovation
- Scale-up businesses to create sustainable high-value jobs

THE IMPACT

1. Kick start the local and national economy
2. Create a longer trajectory of job growth by focussing investment on long term resilient sectors
3. Construct pathways for economic mobility by providing opportunities for people to re-skill and up-skill and supporting them into better paid, more resilient work
4. Expand the UK's competitiveness.

STAKEHOLDER SUPPORT

"Imperial College London are committed to working in partnership with the West London Alliance to strengthen the west London economy and its key growth sectors. We have a shared mission to drive inclusive growth, innovation and enterprise, contributing to a thriving local economy and society."

Professor Neil Alford, Associate Provost (Academic Planning).

COUNCILS WILL

Work collaboratively to support central Government in strengthening West London as a growth sector innovation district with the ambition of achieving inclusive economic growth.

- Utilising the collective strengths of WL boroughs, the area has the opportunity to develop a growth sectors 'innovation district' spanning WL and branching out across the country
- Use our £8m investment in digital connectivity so businesses can innovate with 5G and cloud computing

Support HEIs to invest in supporting business growth by:

- Setting-up a WL Growth Sectors Steering Group with an active involvement of businesses and HEIs
- Extending the impact of UK Research and Innovation programmes by opening access to borough assets, services, data and supply chains for innovators to test, trial and develop emerging technologies and business models at scale



KEY FACTS

Research from Oxford Economics (OE) forecasts that boroughs in West London with a higher proportion of high growth businesses, such as H&F (6.2%) and Hounslow will be better positioned to bounce back from the impacts of Covid19

The UK's tech sector's GVA contribution pre-Covid19 was growing six times faster than that of the wider economy

Pre-Covid19 it was estimated that AI could add an additional £630bn to the UK economy by 2035, increasing the annual growth rate of GVA from 2.5 to 3.9%

Life sciences companies, such as West London based Novartis and GSK, generate an annual turnover of £74bn (pre-Covid19) and employs close to a quarter of million people in the UK

OPPORTUNITIES AND INVESTMENTS

To maximize the West London growth opportunities, we propose working with central Government in order to:

- Provide equity funding to replace venture capital in early stage and downstream spin offs

from West London incubators such as I-HUB (Imperial College), Westmont Enterprise Hub (University of West London), Central Research Laboratory (Brunel University). The equity fund should be held sub-regionally with equity growth / dividends shared between central and local govt

- Launch a 5G investment fund to digitise and streamline wayleave processes to provide

access to assets (such as street furniture) and co-invest with the private sector West London scale deployments of 5G use cases such as real time logistics and traffic management and remote healthcare applications

- Work with Innovate UK private / Venture Capital sector to identify gaps in finance as a result of Covid19 and provide a range of funding initiatives to fill those gaps

- Provide grant funding for a West London led programme of place based Small Business Research Initiative (SBRI) challenges to create opportunities for business innovation in growth sectors

- Create an open access e-services platform to provide SMEs with digital identities to allow them to access cutting edge legal and fintech services to drive productivity improvements

Aviation Communities

AIMS

There are two urgent aims:

- Minimise job losses, with the major aviation employers and through the wider supply chain to micro businesses, SMEs and struggling local high streets
- Support BAME residents and those most at risk of a loss of livelihood due to Heathrow's downturn

In the medium to long term, we aim to drive a sustainable recovery and growth by:

- Reskilling and upskilling redundant and existing Heathrow employees in lowskilled jobs
- Driving diversification and new business models for businesses in Heathrow's supply chain
- Supporting realignment of the subregional logistics sector
- Ensuring sustainable airport recovery, underpinned by green aviation and the green economy

THE IMPACT

Heathrow Airport is West London's dominant economic asset. Its near closure is the single biggest risk for West London. Heathrow's impact is not just directly on airport and airline related jobs, (e.g. catering, maintenance, customer service and handling) but also its impacts on indirect jobs (e.g. hotels, car hire) and jobs from induced spend in local communities.

Heathrow job losses will hit the most vulnerable as they are concentrated in sectors that are more likely to employ lower skilled, lower paid workers. These workers are more likely to either be male and with dependents, or to be younger and working part time. Targeted support now could help remove barriers to future employment and limit the creation of long-term structural issues that impact communities and residents for decades.



OPPORTUNITIES AND INVESTMENTS

- Give councils a voice in the aviation debate, including representation on the airports round table
- Establish an Aviation Communities Fund to support revenue and capital investment
- The fund would be made up by:
 - a. Focusing existing schemes on aviation communities, e.g. Kick Start, the Work and Health Programme extension, and more flexible use of the Apprenticeship Levy and Home Building Fund

- b. Additional government investment to recognise the particularly acute issues faced by aviation communities
- c. Partly diverting environmental levies (such as the planned Heathrow Access Charge) to the fund; and introducing new ones (e.g. a community levy on every plane ticket)
 - Revenue investment including:
 - a. Skills development and training, with a focus on opportunities in growth sectors, e.g. the green economy
 - b. Expansion of the successful West London Skills Escalator Programme

COUNCILS WILL

- Reassess land use and development opportunities around the Airport given the significant delay or cancellation of a 3rd runway, taking forward the principles set out in the Heathrow Strategic Planning Group's Joint Strategic Planning Framework
- Accelerate the capital model to focus on low skilled workers at Heathrow and associated businesses' employees recently unemployed or at risk of redundancy
- Scale up the Work and Health Programme to provide support to most vulnerable redundant Heathrow and associated businesses' employees
- Ensure quick-turnaround job brokerage and support focussed on the most affected groups, Heathrow and the transition to a green economy
- Make investment and conduct further analysis on the opportunities for green economy/green aviation jobs through Heathrow and its associated supply chain

KEY FACTS

- Heathrow is West London's largest employer and the largest single site employer in the UK
- There are approximately 130,751* direct, indirect and induced jobs in the Heathrow travel to work area. Of these an estimated 75,397 are in Ealing, Hillingdon and Hounslow
- 1 in 10 jobs in West London are in transportation and storage – more than double the UK and London average – and many of these are linked to Heathrow
- Ealing, Hillingdon and Hounslow are projected to have the largest decreases in jobs in West London (-4.7%, -4.3% and -4.2% respectively), worse than London (-2.8%) and the UK (-3.2%) as a whole
- Forecasts for the British air passenger market suggest the volume of passenger flows will not return to 2019 levels until 2023**
- 11.8% of Hounslow and 10% of Ealing's economically active residents are in jobs related to the Heathrow supply chain including the Park Royal Industrial Estate, where many food manufacturers serve Heathrow, and micro-businesses in high streets provide services to Heathrow's employees

*HSPG Joint Evidence Base and Infrastructure Study
**Tourism Economics and IATA

Skills and Employment

AIMS

Through smarter, more targeted use of funding and policy we aim to enable a recovery in which entrenched disadvantage is addressed and inclusion and wellbeing promoted.

We aim to support:

- All residents losing work or at risk of job loss, using early intervention methods, with a focus on those most adversely affected by the impact of Covid19 and with a particular emphasis on residents of Black Asian and Minority Ethnic (BAME) backgrounds
- Employers in creating jobs and training opportunities for new and existing staff

STAKEHOLDER SUPPORT

“The Further Education Colleges of West London support and endorse the aims of this plan. We have committed to work with Councils and other partners on the delivery of this plan and have particularly committed to support the skills and employment theme where we can play a central role. We have also committed to

THE IMPACT

- A reduction in unemployment and a faster reduction in Universal Credit claimants than elsewhere in London
- Those losing jobs reskilled for jobs of the future (including those furloughed)
- Increased availability of skills programmes
- More apprenticeships – especially in growth sectors – and increased employer take-up
- Strategic use of Section 106 monies to support skills for growth sectors
- More employment outcomes from skills provision funded from the Adult Education Budget
- A legacy of improved local alignment between demand for and supply of skills

support delivery against other themes including those aimed at supporting aviation communities, entrepreneurs and micro-businesses and growth sectors such as the green economy.”

Darren Mepham, Chief Executive, Barnet & Southgate College on behalf of the Principals of all Further Education Colleges of West London

COUNCILS WILL

- Develop a ‘single front door’ approach for those seeking work or re-skilling/upskilling, focusing on groups hardest hit by Covid19
- Facilitate improved sharing of labour market and skills needs data, enabling skills providers to respond to need
- Adapt our Skills Escalator model to support the newly unemployed back into work
- Support employers to take on apprentices and utilise levy to enable upskilling in work
- Encourage investment in green and digital skills
- Secure jobs/apprenticeships in the construction industry, improving collaboration to ensure levers via s106 agreements are used to best effect
- Explore scope for boroughs’ existing adult education provision to support a reskilling offer

West London Higher Education institutions strongly support the Build and Recovery Plan. We are committed to supporting activities that create growth and innovation but also to playing a full part in enhancing the skills of our local community. As well as traditional Undergraduate and Postgraduate study Universities offer opportunities as varied as Continuous Professional Development, Degree Apprenticeships, Top Up Degrees and Part Time study. Universities are able to offer real opportunities for companies and individuals looking to Up-skill or Re-skill in response to the economic challenges posed by Covid 19.

Prof. Julia Buckingham CBE Vice-Chancellor and President of Brunel University London

KEY FACTS

The 2019 working age population of the seven West London boroughs stood at 1.36m, 76.6% of whom were in employment

GDP fall in London expected to be 7%, this rises to 9% for West London

Jobs in West London are expected to contract by at least 41,000 jobs in 2020 – a greater contraction than elsewhere in London or in the UK – with a chance that recovery to jobs growth could start as late as 2022

Unemployment expected to increase by 2.2% to around 7% (over 30,000 additional unemployed)

West London boroughs report an extra 71,000 people claiming Universal Credit in May compared to 2019 (200%+ increase)

Based on previous years’ figures, more than 5,200 school and college leavers completing Year 13 in West London (28%) could be seeking work

OPPORTUNITIES AND INVESTMENTS

Policy flexibilities to allow the:

- Full flexibility over the Apprenticeship Levy and devolution of unspent funds to West London to allow for support for wider upskilling/reskilling and to be used as a wage subsidy
- Community Infrastructure Levy to support skills

and employment programmes

- Reallocation of unspent Section 106 funding to support skills and employment programmes, rather than being returned to developers
- Adult Education Budget to support our reskilling and employment support offer more extensively

Investment in reskilling/upskilling to allow:

- Scaling up and rolling out of our Skills Escalator model to support newly unemployed people with

skills to get back into good work

- Increased provision of ESOL support for self-employed and owner managers of micro businesses
- Enhanced partnership working with DWP locally, delivering an appropriately funded, scaled-up employment support offer building on our own existing local services, co-ordinated sub-regionally, with a focus on employer engagement, co-location, triage and referrals to ensure all those in need get the most suitable support quickly

Entrepreneurs and Micro businesses

AIMS

Increase productivity and job creation, by increasing skills levels of owner managers and self employed in “traditional” enterprise entry businesses & accelerate growth in our growth sectors.

THE IMPACT

The impact will be measured by jobs created, jobs safeguarded, reductions in the claimant count, productivity and GVA up, business growth (turnover and recruitment) up, economic activity levels up, vacancy rates in town centres and district centres down, claimant count down, ESOL / digital skills gaps down.



COUNCILS WILL

- Increase the capacity of local agencies to advise self-employed & micro businesses on accessing government programmes
- Increase access to HEI knowledge transfer and innovation provision
- Address skill needs; embed HMRC/BEIS into ESOL provision, provide targeted digital training to increase productivity
- Develop incubation and accelerator workspace in empty shops to develop skills start-ups & micro-businesses, enable testing products & foster links with schools / FE
- Provide ESOL support for self-employed and owner managers of micro businesses

STAKEHOLDER SUPPORT

“West London universities can support the WLA proposals. They are already engaged in programmes to promote innovation and increase knowledge transfer.

It is vital that our local authority partners can flexibly deploy existing and new funds to ensure business support & incubation capacity is scaled up & upskilling programmes are aligned to growth areas”

Andrew Dakers, Chief Executive, West London Business

KEY FACTS

West London is an enterprise hot spot: 164,900 self-employed & 104,00 micro businesses

Self-employment rates (15%) are higher than London & the UK (13%)

Enterprise has been the route into the labour market for BAME residents (52% of our population), many of whom trade in hospitality & retail (14.9% of all West London jobs) which have been badly affected by Covid19

Parallel to this 16.4% of jobs are in growth sectors; professional, scientific & ICT

OPPORTUNITIES AND INVESTMENTS

We are asking for flexibilities in the use of funding to deliver our programmes, including:

- Using the Shared UK Prosperity Fund to replace EU funding to support the growth of

accelerator, incubation and knowledge transfer provision in West London.

- Full flexibility over the Apprenticeship Levy and devolution of unspent funds to West London to allow for support for ESOL, digital and other training needs of the self-employed and owner-managers. (circa 9% of ESOL clients are self-employed).

- HMRC and BEIS to test trial relaxations in the regulatory framework in West London to determine whether this would have a positive impact in respect of business growth, safeguarding jobs & job creation.
- Extended business support to reduce the potential ‘cliff edge’ end to the furlough scheme

A Green Recovery

AIMS

- Support retrofitting to high energy-efficient standards and development of low carbon heating networks
- Enable West London to be a national leader in key elements of the green economy
- Redefine town centres and neighbourhoods as low carbon, low pollution economic hubs, through a systemic change to town planning



THE IMPACT

Based on West London's share of England's overall private housing stock, some £64m of the overall £2bn Green Homes Grant monies could come to the sub-region; facilitating a similar scheme across social housing could see a further £36m for West London.

The Green Finance Institute estimates that the scale of retrofit works necessary will support more than 150,000 skilled and semi-skilled workers, UK-wide, across the hard-hit construction supply chain.

Cambridge Economics suggest that a retrofitting programme focused on improving the energy efficiency of all homes to 'EPC Band C' by 2035 would create around 108,000 net jobs annually, UK wide, throughout the 2020s.

Walking and cycling improvements in town centres have been found to increase retail spend by up to 30%.

De-carbonising heat is a major infrastructure and engineering challenge, and presents a significant opportunity for investment, skills and jobs in the green economy.

OPPORTUNITIES AND INVESTMENTS

- Building on the Green Homes Grants and Public Sector De-carbonisation Scheme, allow local government to identify and use flexible financing and investment models to support our ambitions for retrofit and create investable propositions at scale to appeal to private sector investors, including green finance models
- Work with HM Treasury and business leaders to identify current fiscal policy and legal impediments to

delivering low carbon jobs, growth and investment

- A Future Homes Standard that requires all new buildings to be zero carbon from 2025, and enables councils to continue to be able to set higher requirements for energy efficiency than national standards where practical and demonstrably viable
- Develop a West London led programme of place-based Small Business Research Initiative challenges to create opportunities for business innovation in growth sectors, including in the green economy

COUNCILS WILL

- Promote and enable take-up of the Green Homes Grant scheme across West London, working with existing local schemes where possible and capitalising on the opportunities for business growth, job creation and skills development to complement the environmental benefits
- Support delivery of the Public Sector De-carbonisation scheme, encouraging take-up across the wider public sector in West London
- Work with further education providers to encourage investment in green skills
- Accelerate shovel-ready infrastructure projects aligned with growth sector ambitions and skills and training initiatives to re-skill a workforce in green infrastructure projects
- Explore increasing carbon-offset tax rates for all new developments to meaningful levels that will encourage more on-site measures and/or collect more income for zero-carbon measures
- Use our status as 'anchor institutions' to lead by example by making our procurement policies more favourable to low carbon suppliers
- Re-define town centres and high streets as low carbon economic hubs where everyone can live, work and meet their needs within a 15-minute bike or walk, using communication channels to promote this vision and working with local partners such as Business Improvement Districts

KEY FACTS

Pre-COVID, the circular economy in West London contributed £270m in GVA, accounting for 3% of the overall UK circular economy. From the £90m of new activity in West London in repair, re-purpose and re-use, 1,500 direct jobs were created, plus many supporting roles, with significant potential to grow.

London has the lowest percentage nationally of the workforce already aligned with a low carbon economy, at just 8.9%, suggesting potential to grow.

STAKEHOLDER SUPPORT

"Delivering a green recovery in West London will be a team effort. Local government will be an agent of change, but it is partnerships with business and communities that will build an effective legacy for a net zero future. A collective focus on the delivery of development and infrastructure must be maintained, but the Recover and Build Plan demonstrates that West London has all of the ingredients to become a leading green economy nationally."

Ian Liddell, Managing Director, Planning & Advisory, WSP

Town Centres

AIMS

We want town centres to:

- Be successful, sustainable, and resilient places that are at the heart of their communities
- Be differentiated by a rediscovered local identity, heritage and character, whilst simultaneously reinventing themselves for the modern post-Covid age
- Incorporate more workspace for businesses to start up and grow
- Incorporate new housing covering all tenures
- Have new recreation, leisure, culture, arts, entertainment, health and community provision to drive footfall throughout the day and evening
- Be less dominated by traffic, with attractive open and green spaces to encourage people to dwell and socialise

THE IMPACT

Town centres across West London will be able to meet their full potential as anchors at the heart of their local communities, as hubs for employment in the new economy, as flexible spaces for businesses to thrive, and as places where people increasingly want to live.



OPPORTUNITIES AND INVESTMENTS

- Resource to enable the scale of physical investment required to reconfigure and transform town centres, including flexibility in the use of Public Works Loan Board and the creation of other funding routes to unlock opportunities
- Review the Business Rates system to reflect the evolving economy, including the formula, appeals, and support applying discretionary reliefs
- Simplification of CPO process to accelerate town centre investment

- Continued flexibility in the application of regulations and licensing to support local businesses in adapting, including flexibility to test uses for empty units in town and district centres, such as incubator units for micro-businesses, and ways to support retailers to move to click and brick retailing
- Exploration of new Town Centre Enterprise Zones with a range of relevant powers (e.g. London Docklands Development Corporation)
- Assurance that Covid19 associated costs will be covered by government

COUNCILS WILL

- Work with the local community and anchor organisations to strengthen the identity of our town centres and curate the town centre offer so that each centre meets a wide range of community and business needs in the long-term
- Explore new ways of making better use of vacant commercial spaces to nurture entrepreneurship - meanwhile and pop up uses - including the development of a West London wide fund for the acquisition and re-purposing of vacant properties
- Continue to work with Capital West London and London & Partners to attract inward investment into town centres
- Extend new cycle provision across borough boundaries to ensure that town centres are well connected to the communities they serve
- Support businesses to embrace technology and ensure the right digital infrastructure and training is in place to adapt to consumers increasingly 'digital first' approach and high digital expectations
- Unlock investment from fibre broadband providers through borough wayleaves and enabling access to street furniture
- Ensure Healthy Streets principles sit at the heart of all public realm works in town centres, exploring ways to incorporate car free elements and increasing infrastructure for pedestrians and cyclists
- Increase the provision of appropriate space for businesses to start up and grow, and provide support for community and cultural organisations to establish in town centres, and grow visitor and evening economies
- Explore new models of investment to unlock transformative schemes, such as North Finchley

STAKEHOLDER SUPPORT

- Higher and Further Education Partners will work with councils to explore ways in which educational functions can co-locate in town centres
- Partners will work with councils to drive meaningful investment in town centre economies
- Transport stakeholders will support the provision of transport infrastructure and ensure that the necessary connections are in place to support economic growth in town centres

KEY FACTS

Wholesale and retail jobs predominate in West London, accounting for a 14.9% share of employment by sector

The West London boroughs already have several large scale, transformative town centre projects underway

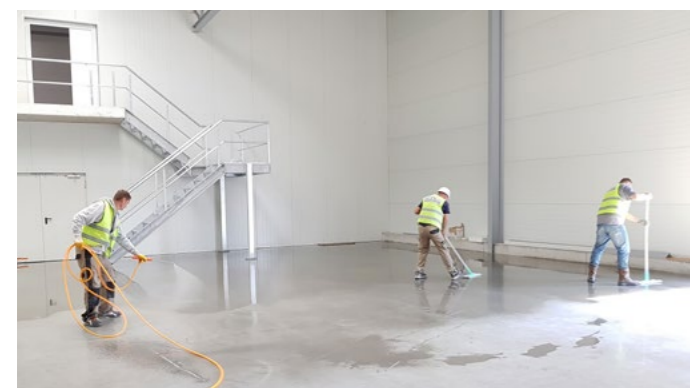
These include:

- A masterplan to transform North Finchley and preparation of an SPD for Edgware that will unlock a 5,000 unit site (Barnet)
- The regeneration of Harrow town centre, leveraging public land (Harrow)
- The economic and social transformation of Harlesden, investing in infrastructure through the West London Orbital line (Brent)
- The regeneration of Ealing Broadway (Ealing)
- The creation of a new civic centre (Hounslow)
- The transformation of Hayes town centre (Hillingdon).

Housing and Infrastructure

AIMS

- Work with the development sector to retain confidence in West London as a place to bring forward schemes benefitting communities, neighbourhoods and environmental quality – and to de-risk the process
- Deliver the new homes West Londoners need now and into the future - affordable to all, supported by strong infrastructure, and providing a high quality of life
- Identify key infrastructure priorities through a Strategic Infrastructure Delivery Plan for West London to be completed in October 2020 and find new ways of funding and delivering them
- Roll out digital infrastructure to support business resilience and drive productivity improvements
- Identify opportunities to accelerate development of the West London Orbital (WLO) to boost delivery of new homes and jobs and promote sustainable travel choices



THE IMPACT

Against the background of huge uncertainty caused by the pandemic, this programme of activity will help maintain confidence in West London as a place to develop, invest and do business, supported by responsive and efficient planning and other regulatory services. This confidence will be vital in ensuring our ambitious development and regeneration plans come to fruition.

These infrastructure investments will help West London make the most of its potential – building on its strengths and helping places and communities left behind – whether by improving physical access through the West London Orbital or by extending and speeding up digital access. The WLO will help support delivery of over 10,000 new homes and workspace for 22,000 new jobs.

The availability, cost and quality of housing is already an important economic issue – it is difficult for many with jobs in West London to find homes here. We are taking action on homelessness to help address this – and in particular to ensure unemployment does not lead to people losing their homes and having to move away.

COUNCILS WILL

- Work with landowners, developers and construction industry to identify and tackle barriers to development
- Get local plans and planning frameworks in place to give certainty and flexibility to support provision of housing and infrastructure
- Develop and implement ambitious plans to build homes and increase affordable housing stock
- Work together with TfL to develop the West London Orbital business case, and develop master-planning to optimise the potential of places served by the WLO impact, particularly in residential unit numbers and values
- Utilise compulsory purchase order (CPO) powers where sensible
- WLA's Commissioning Alliance will deliver an inspection's service for London (STS), to ensure that B&B and studio accommodation used as Temporary Accommodation for vulnerable households meets required housing standards

STAKEHOLDER SUPPORT

Yoo Capital supports the West London Alliance. As real estate investors who specialise in delivering unique mixed-use places like Olympia, we share many common goals - creating more employment opportunities, affordable housing, spaces for the creatives industries, education and life sciences, as well as healthy, public green spaces. We are making significant investments into West London today and have a strong appetite for more. The right collaborative spirit with the leadership of local government is the best way to ensure we all see continued growth and success for this important area of London.

Lloyd Lee, Managing Director, YOO Capital

KEY FACTS

Over a third of WLA's LSOAs are ranked in top 10% most deprived across England

Relatively high housing costs will be a particular risk for residents who become financially distressed through either a fall in income or unemployment

Housing problems can lead to other difficulties with respect to, for example, health and the ability to find work, resulting in increasing inequalities for socially excluded groups and additional demand for council services

Across West London's 11 opportunity areas identified in the new London Plan there is at least capacity for 100,500 new homes and workspace for 143,500 new jobs

In 2018/19 the seven West London boroughs delivered 10,109 new homes, 22% more than were delivered by the seven boroughs in East London*.

*MHCLG live table 122

OPPORTUNITIES AND INVESTMENTS

- Supporting new supply
 - a. 100% retention of RTB receipts
 - b. Increase the level of grant funding to at least 50% of costs for new social housing
 - c. A flexible pot of gap, loan and equity funding

- boroughs can deploy to sites in partnership with developers to finance key regeneration sites and restore viability
- d. Prioritise simplification of CPO powers to facilitate land acquisition and land assembly, especially in Town Centre/ High Street locations

- Infrastructure
 - a. Work with us to find new ways of funding and delivering strategic infrastructure needed to support growth – including specific funding to deliver the West London Orbital – including tax increment and land value capture options
- Planning for delivery
 - a. Introduce new powers to enable local authorities to intervene on unbuilt planning permissions/stalled sites – to seek new developers /self-development
 - b. Ensure planning departments are properly resourced, including reform of planning fees

West London Economic Recovery Task Force

The West London Alliance will establish a Task Force of senior representatives from public and private sector stakeholders from across the subregion. The groups' focus will be informing and delivering the Build and Recover Plan.

The Task Force will help shape and deliver the Build and Recover Plan, combining and corralling effort and, where appropriate, allowing organisations across West London to make a consistent and joined up case for Government assistance.

The group will be key to ensuring West London plays its part, with the rest of London, in making the case for investment and support to drive UK recovery.

MEMBERSHIP

Councillor Stephen Cowan, Leader of Hammersmith & Fulham Council & Chair of West London Economic Prosperity Board

Niall Bolger, Chief Executive, London Borough of Hounslow

Richard Burge, Chief Executive, London Chamber of Commerce & member of the London Recovery Board

Professor Julia Buckingham, Vice Chancellor, Brunel University & member of the London Recovery Board

Andrew Dakers, Chief Executive, West London Business

Daren Mepham, Chief Executive, Barnet and Southgate College

Professor Tim Orchard, Chief Executive, Imperial College NHS Trust

Sarah Hernandez, Service Lead for West London, Jobcentre Plus

Becky Coffin, Director of Communities, Heathrow

Richard Templer, Professor, Imperial College & member of the London Sustainable Development Commission

Sam Gurney, Regional Secretary London, East and South East, TUC

The Task Force will be supported by the West London Economic Recovery Programme Director and the Director of the West London Alliance.

About West London Alliance

Formed in 1997, the West London Alliance (WLA) is a public sector partnership between seven West London local authorities of Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon and Hounslow. Our team delivers initiatives in the sub-region, working across borough boundaries and focussing on the priority areas of: Economy, skills, employment support, mobility and transport, housing, health and care, and digital.

The West London Alliance's purpose of adding value to what WLA boroughs do individually, recognises that residents, the economy and the health and care system function across borough boundaries. Where and when coming together make sense, we focus on developing and delivering solutions in line with borough priorities.

But tackling social, economic and environmental challenges goes beyond our borough's boundaries. There are clearly London, UK and indeed global issues. We aim to complement and influence borough, London, UK and global action, to ensure West London builds on its position as one of the most connected and successful places in the world.

As WLA boroughs we work together and form partnerships to develop, drive and deliver improvements for everyone that lives, works, learns, visits and invests in West London.

An inclusive and successful West London is good for London, the whole country and if environmentally sustainable, the planet too.



About West London Economic Prosperity Board

The West London Economic Prosperity Board is a public committee of 6 West London Council leaders. It was formed in 2015 and is currently chaired by Cllr Stephen Cowan, Leader of Hammersmith & Fulham Council.

It is dedicated to collaboration that delivers the West London vision for growth, which includes securing devolution of powers and funding for increased prosperity in the subregion. The committee has helped influence the London policy framework, which includes successful promotion of the West London Orbital rail scheme and stewardship of West London's devolved business rates strategic investment pot programme.

PUBLIC SECTOR



EDUCATION



BUSINESSES

