



West London Vision

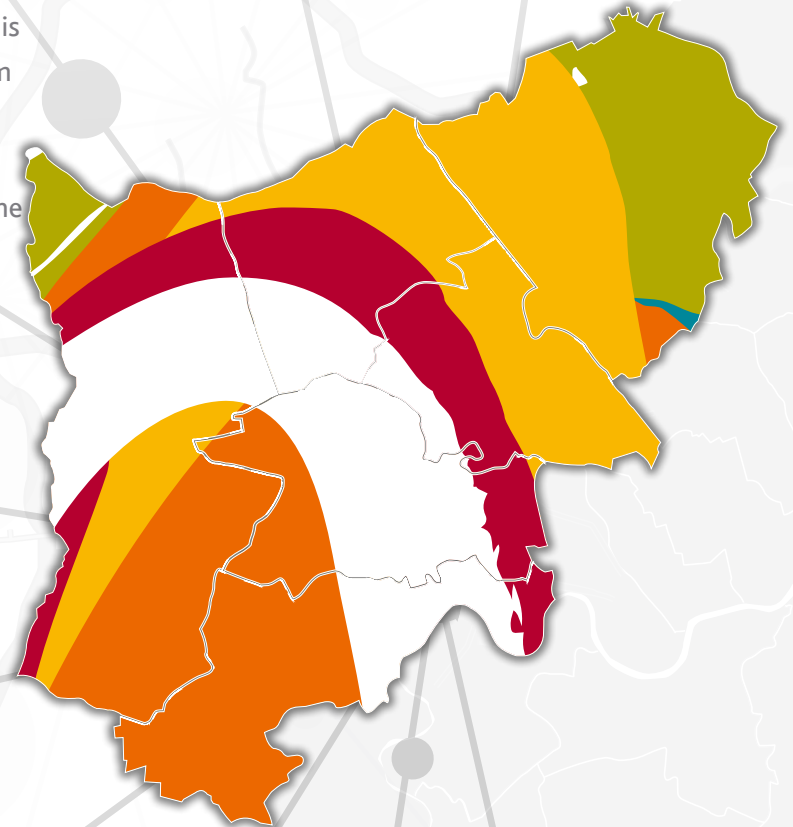
A dynamic contributor to a successful world city

Introduction

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

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

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



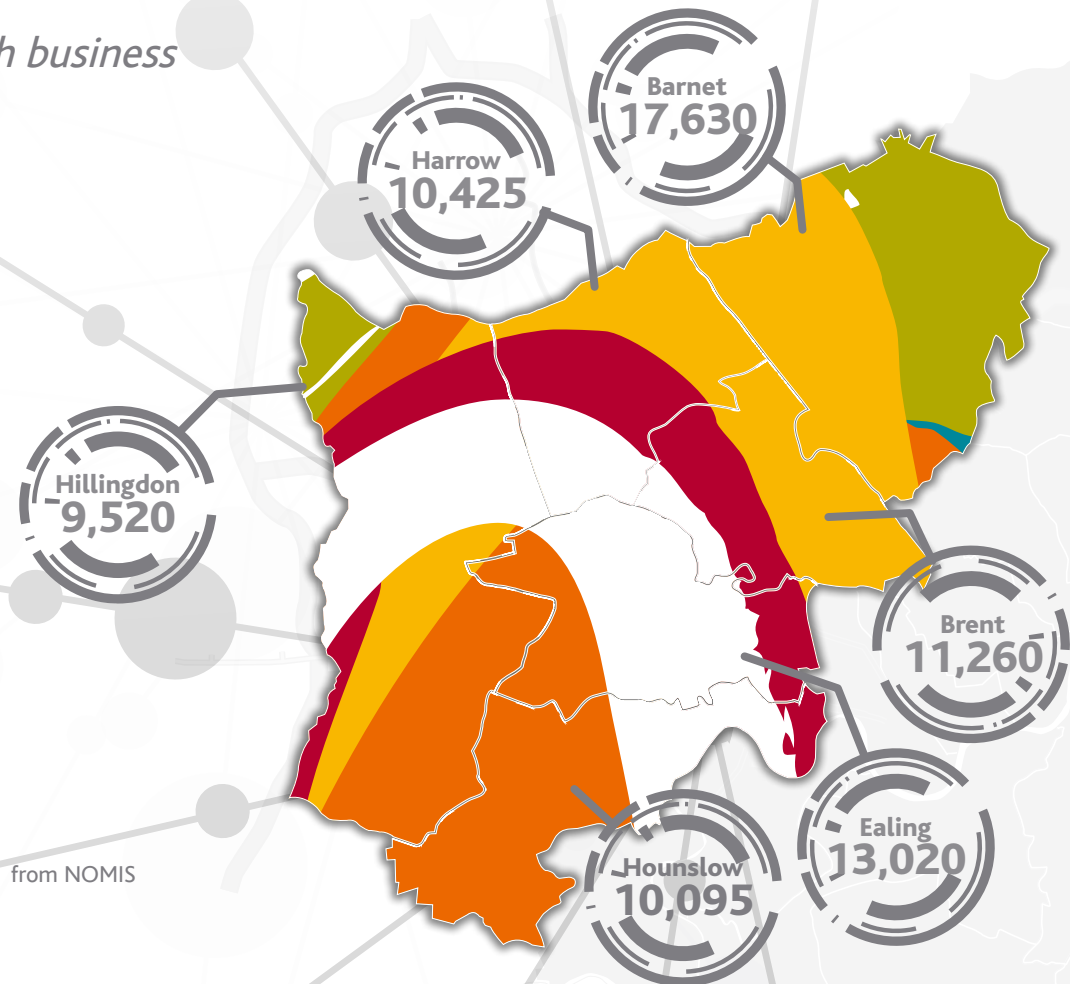
Business driving our growth partnership

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

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

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

Total number of business units in each borough¹



¹ from NOMIS

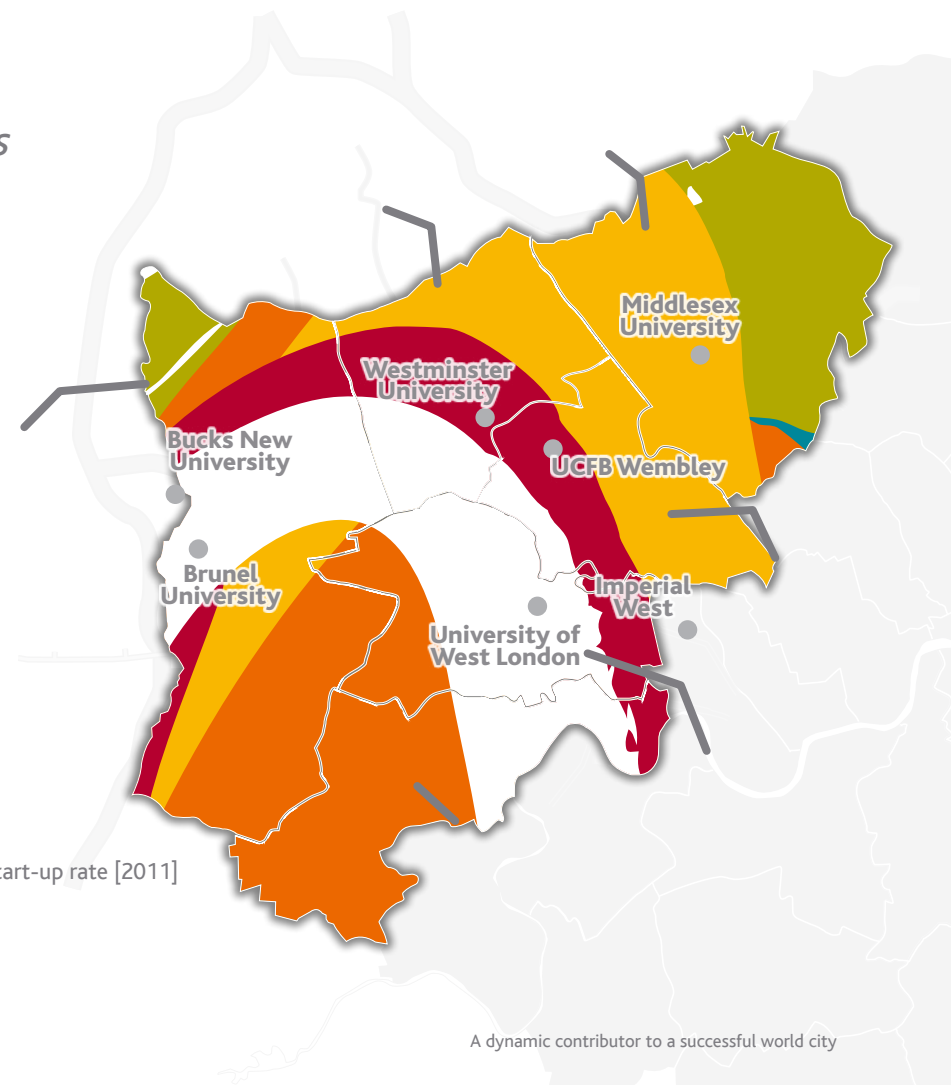
Practical and realistic support to business

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

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

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

New business start-ups¹



1 Source: ONS Start-up rate [2011]

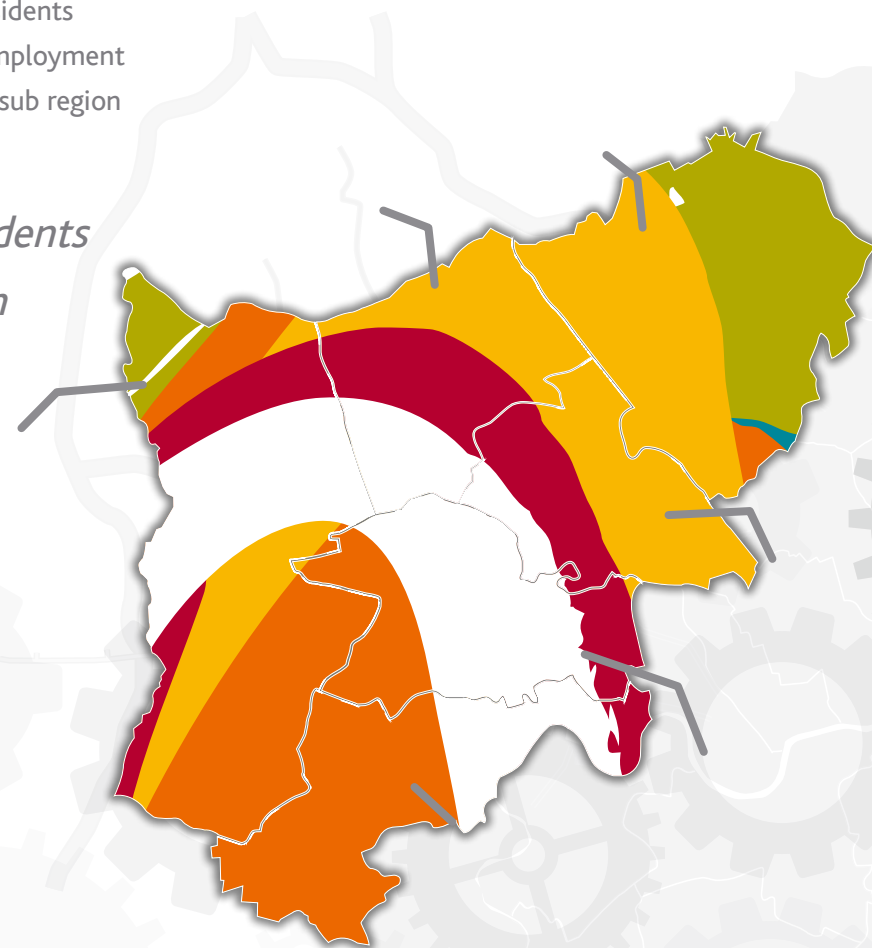
Improved skills to meet business need and provide well-paid jobs

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

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

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

Jobs in each borough



Supporting people into work

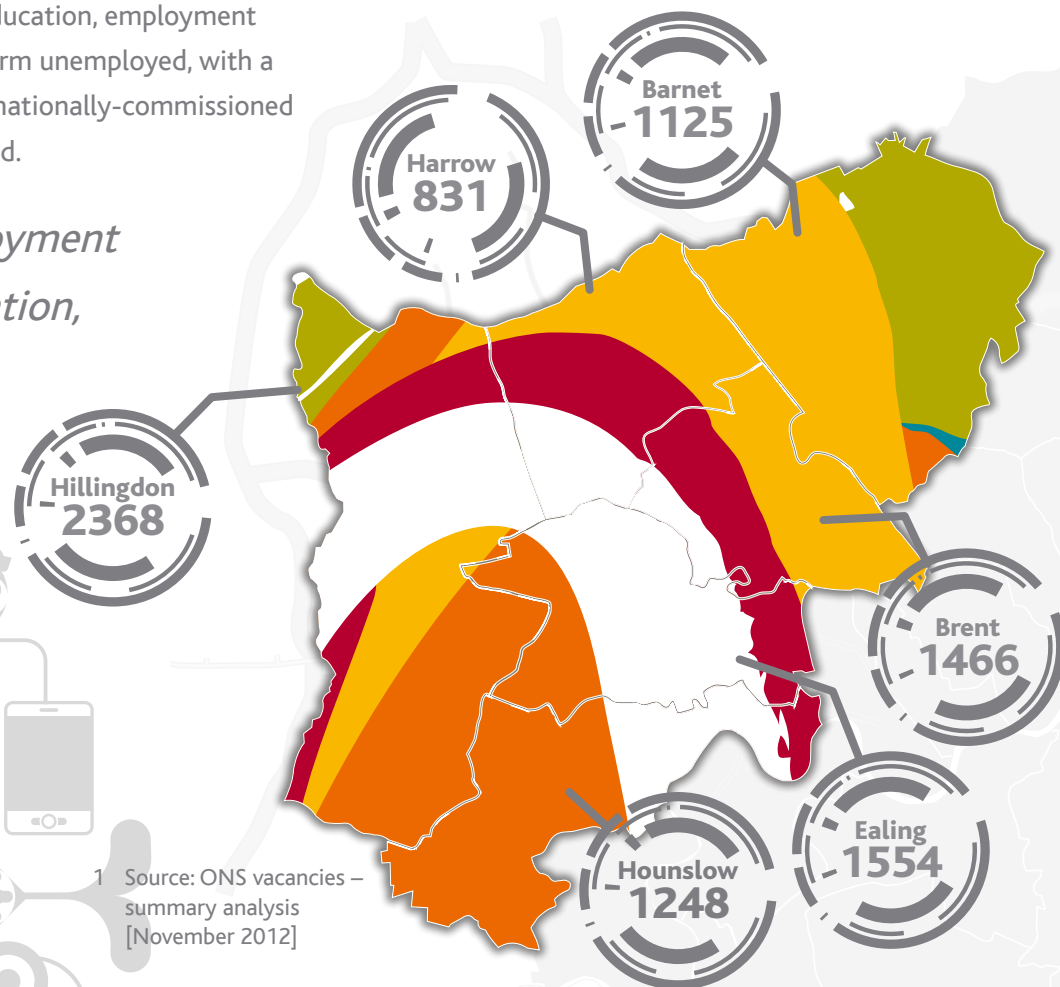
The London economy provides great opportunities for its residents. This means that levels of worklessness are relatively low; however, there is a small but significant minority of people in West London who are not currently participating in training or the labour market. These are often individuals and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

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

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



Jobcentre plus vacancies¹



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

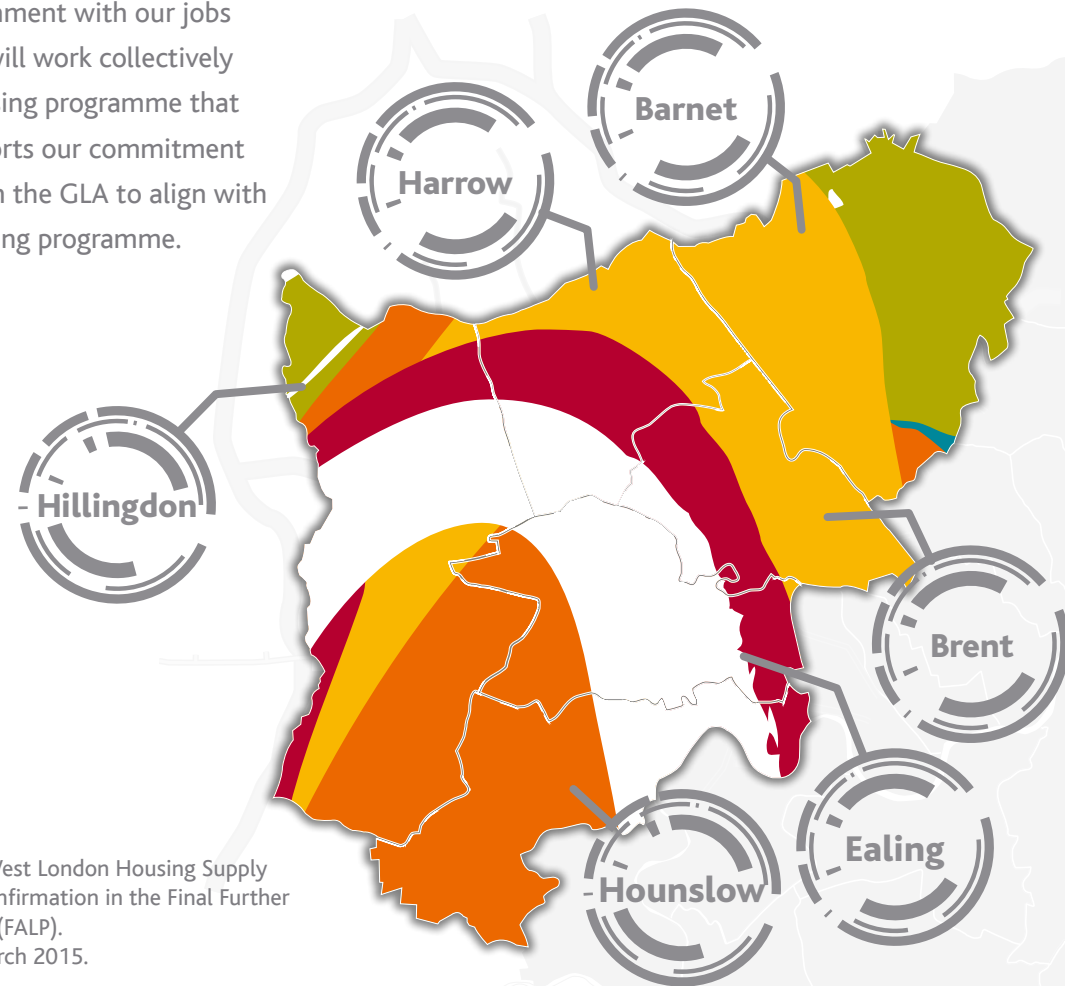
Sustainable housing solutions

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

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



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



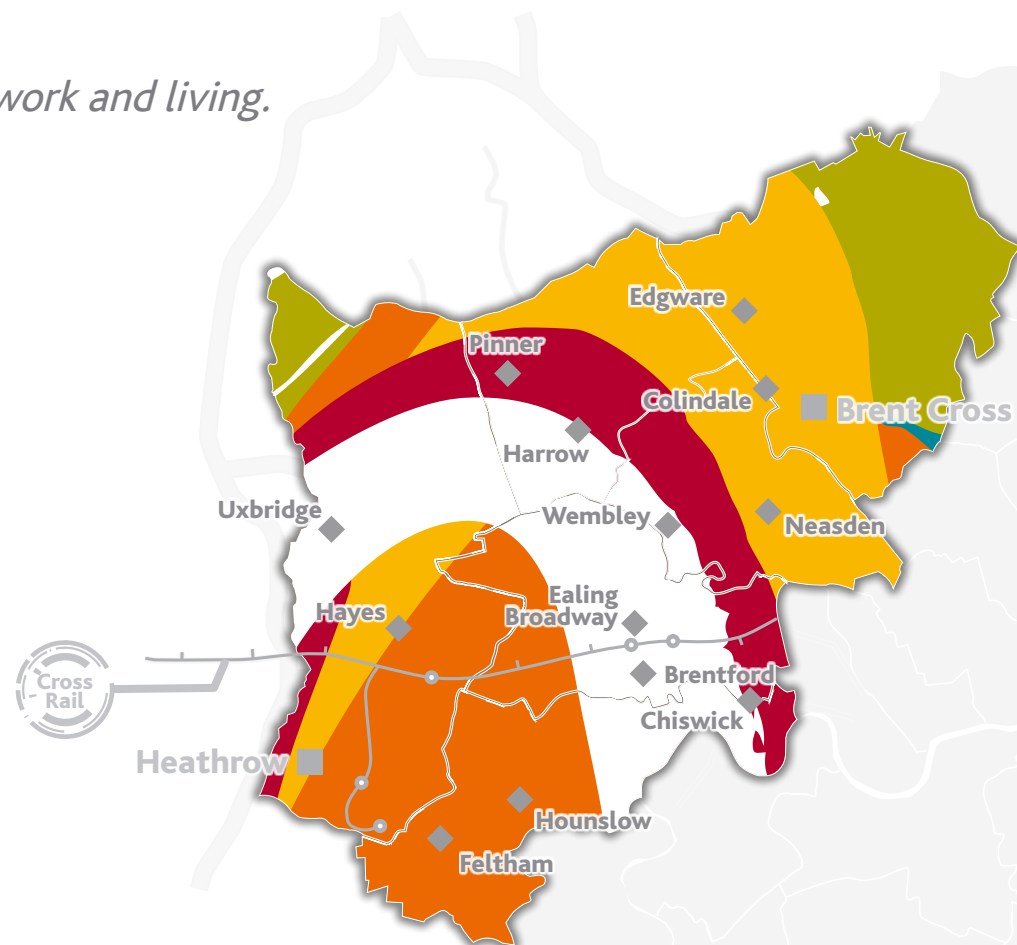
¹ This figure represents current West London Housing Supply targets, which are subject to confirmation in the Final Further Alterations to the London Plan (FALP). Expected to be published in March 2015.

Town Centres for work and life

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

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

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



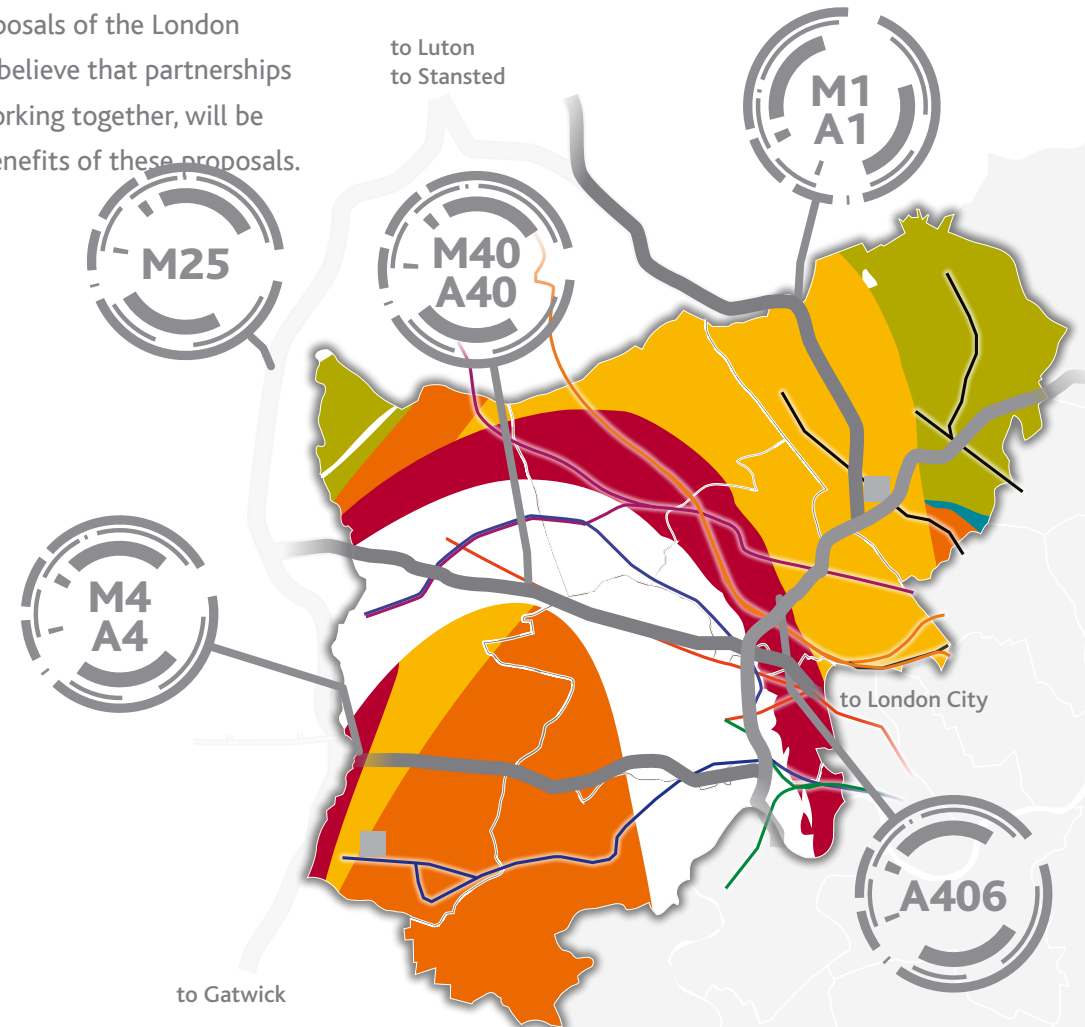
Delivery

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

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

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

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



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