



STRATEGIC INVESTMENT POT
BID FORM



Appendix 3: Boosting labour market productivity and investing in skills

<p>Accountable bidding borough: <i>It is anticipated that most – but not necessarily all – bids will be submitted by groups of authorities. In this case please identify an accountable authority to lead the bid, act as main contact and to receive and account for grant payments from the SIP</i></p>	<p>The London Borough of Ealing</p>
<p>Partner boroughs/authorities:</p>	<p>This bid is submitted jointly and equally by the London Boroughs of Barnet, Brent, Ealing, Hammersmith & Fulham, Hillingdon, Harrow and Hounslow.</p>
<p>Other partners:</p>	<p>Other organisations involved with and supportive of this bid are: West London Adult Community Learning Services West London College, Barnet and Southgate College, Harrow & Uxbridge College of NWL, University of Westminster, Middlesex University, Cambridge Education, Barnet Homes, North and West London Job Centre Plus districts, Schools and Old Oak and Park Royal (OPDC).</p>
<p>Amount bid for:</p>	<p>£3,428,100 to deliver an evidence-based and mandated productivity and skills programme for West London. See appendices 1 and 2 for a breakdown by bidding area and by borough.</p>
<p>Amount of match funding to be provided by: - Boroughs - Other public-sector agencies - Private sector or other partners</p>	<p>£1,990,000 in kind contribution over two years from seven boroughs. See appendix 1 for a breakdown of match by borough, alongside the targeted economic outcomes associated with the bid.</p>
<p>Summary of proposal: <i>Brief (maximum 500 words) description of the proposed project, to include:</i> - Nature of the project and</p>	<p>This bid is focused on delivering a higher level of productivity in the west London labour market, with the goal of measurably increasing the rate of economic growth, reducing unemployment, and increasing the size of the tax base across West London boroughs.</p>

anticipated benefit

- *Geographic scope*

- *Alignment with local, regional and/or London-wide strategies*

- *Delivery timescale*

- *Private sector or other partners*

It will do this by delivering, across borough boundaries and in a coordinated way, a range of evidence-based services that have sub-regional mandates through our sub-regional “Skills, Employment and Productivity Strategy” (appendix four). This shared Strategy, which is targeted at unlocking everyone’s potential to share the benefits of growth, has the support of a wide range of major employers, colleges and universities (see partners section above), and is built on close alignment across boroughs and with the UK Industrial Strategy.

Specific programmes within this proposal are designed to increase productivity, reduce barriers to participation, enable progression, improve attainment levels, and to eliminate constraints in the labour market across two broad areas: Supporting individuals, and supporting businesses. These are summarised below and in section two:

1. Supporting Individuals

We will scale up the evaluated and highly successful “Skills Escalator” programme for working families on low income, a scheme with a large return on investment and a very positive evaluation based on previous pilots, to enable 1,900 people to benefit from the service over a 24-month period, with delivery commencing in early 2019.

We will support people from some of West London’s most deprived areas to find productive and meaningful work through an expanded Working People, Working Places model to improve outcomes in the sub-region’s most deprived wards and tackle long term worklessness, and directly helping 525 people to find work.

Working with the RSA and business community, we will develop an innovative “Cities of Learning” Employability Framework that will involve developing a digital platform for “open badging” and accreditation as set out in the 2017 Taylor Review.

2. Supporting Businesses

We will undertake an expanded west-London English as a Second Language (ESOL) programme, reflecting the fact that businesses identify language barriers as one of the biggest obstacles to growth, and to tackle disadvantage and promote inclusion in the labour market.

We will deliver interventions to support Park Royal Employment Hub working with Brent, Ealing, Hammersmith & Fulham, Old Oak Park Royal Development Corporation (OPDC) and West London College, matching residents of all 3 boroughs with employment and training opportunities on the Park Royal Estate.

	<p>We will build on existing successful pilots to support young people (14-19) into the labour market, providing wrap around support throughout a young person’s journey towards employment, and intervening early to reduce the number of young people becoming NEET and helping at least 150 people.</p> <p>Our approach to delivery is based around an established and effective lead-borough model, with boroughs leading on different elements of the programme, and an emphasis on sharing, evaluation, and up-scaling projects with a positive return on investment at a wider scale.</p> <p>Delivery will commence in late 2018 with leadership and oversight from the West London Skills, Employment and Productivity Board.</p>
<p>Anticipated scale of economic benefit: <i>To include key metrics relevant to the project. 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.</i></p>	<p>Overall this bid will support 4925 residents and 585 employers over a 24-month period, with delivery commencing in late 2018. The bid reflects a strategic and joined-up approach to supporting growth across boroughs by building a more productive supply of labour, responding in an evidence-based way to the changing requirements of employers and the economy and building on a number of years of close partnership working (and a shared strategy) across local government in West London, business, colleges and schools.</p> <p>This bid is divided into two broad sections, reflecting the key areas where local government can influence labour productivity at the economy-wide level, by 1) supporting individuals and 2) supporting employers. The impact and detail of each area is set out below:</p> <p>1. Supporting Individuals</p> <p>The Skills Escalator is a targeted programme to support those in work but with low levels of pay. 21% of people in working families in London are in poverty, an increase from 15% a decade ago, and it is these families that this programme will target, building on a successful and evaluated previous pilot (see link on following page). The service will be implemented via boroughs delivering a coordinated, frontline service over 2 years that will support families on low income and in receipt of Housing element of Universal Credit, Housing Benefit, <i>or</i> proof of low income, to increase their productivity and therefore salaries.</p> <p>This project will increase the skills of low paid employed and self-employed workers and in turn increasing productivity. The project will deliver career information, advice and guidance with vocational skills training lasting less than 12 months. and</p>

employment brokerage to support low paid residents break out of the low skills/low pay cycle endemic in parts of West London's Labour Market. (Clients requiring training 12 months plus will be referred to apprenticeship provision). Clients will include all low paid and low skilled working age residents and employees of companies based in West London.

Across West London the Skills Escalator will engage with 1,090 people and 175 local businesses. Based on the previous small-scale pilot we know that learners who successfully complete the programme experience on average an increase in their earnings of £529 a month, or £6,348 per annum, if all participants were to achieve the same level of increased income then the salary growth over a year would be £6,919,320.

When taking into account the full range of benefits (including the economic benefits of earning increases and the benefits of wellbeing improvements because of this increase in earnings); the evaluation showed that, overall, for every £1 spent on the Skills Escalator, there is public value return on investment of £3.41.

Participants undertaking training were more likely to increase their earnings than those who did not take up training, at 34% compared to 11% of households not on the programme. The full evaluation report by Learning Work institute can be found [here](#).

Barnet, Brent Ealing, Hammersmith & Fulham, Harrow and Hounslow will work together to deliver this service, coordinating through our established and shared governance structures through the West London Economic Prosperity Board.

The *Working People, Working Places* (WPWP)/Community Hub model was developed to improve outcomes in the most deprived wards through an intensive approach designed to tackle long term worklessness in areas of persistent deprivation. WPWP involves creating a locality-based multi-agency team that works together to deliver improved outcomes for people in the area. This bid will support 525 people in Barnet and Brent focussing on a 35% into employment rate, improved wellbeing scores and supporting homeless prevention activities.

A previous WPWP pilot is currently being evaluated by the Learning and Work Institute, with an expected significant return on investment. The key benefits of the project include increased incomes and wellbeing and reduced risk of housing arrears or homelessness. Other benefits include increased skills levels,

benefits for the wider family and reduced anti-social behaviour in the estate or local community.

The Working People, Working Places programme will be lead for West London by LB Brent and LB Barnet, with learning and the model being shared with boroughs to enable fast scale-up should future resource become additional at a future date. Progress will be monitored by the joint West London Skills, Employment and Productivity Board.

Furthermore, we will continue the roll out of the successful West London *Supported Internships Programme*, and will deliver 200 Skills outcomes to LLD clients and create 30 new Supported Internships. The West London Alliance have an established programme and since 2016 45 new Supported Internship places have been created at a success rate of 65% (29 job placements) and cost avoidance of £733,000 over 3 years.

The delivery of this expended service will be led by LB Hillingdon. Young people exiting a West London Supported Internship and going into paid employment will generate cost avoidance savings of between £14.0k and £52.0k per person in the first 3 years of their employment. The Return on Investment in terms of cost savings over 3 years is estimated at £4.70: £1 based on current success rates.

Helping young people find productive work: Using local data and intelligence we will target, through an expanded "*opportunities for Young People*" programme, interventions to support those who are at risk of NEET and to encourage take-up of apprenticeships. By providing wrap around support throughout a young person's journey towards employment, and intervening early (Year 8), the aim is to reduce the number of young people becoming NEET across West London. The programme will target 150 young people at risk of being NEET.

This project was developed by the West London Alliance to support young people (14-19) who are highly vulnerable, at-high risk of or not taking up employment, education or training (NEET) and risking subsequent dependence on benefits. By providing wrap around support throughout a young person's journey towards employment, and intervening early, the aim is to reduce the number of the target group of young people becoming NEET by 50%. The model will be focused around helping young people to develop the qualities, attributes and knowledge needed to be successful in the work place, and to be constructive and productive citizens.

Barnet and Ealing will deliver borough level interventions to deliver Opportunities for Young People and share best practice through Skills and Employment Productivity Group, reporting on deliverables within the Skills Employment Productivity Delivery Plan. Hillingdon to develop IAG hubs, targeted provision for carers and support programme for newly qualified childminder's and develop more tutor's to be capable of meeting language, maths and IT needs of learners.

2. Supporting Businesses

Apprenticeships: We will also focus on increasing the role of non-academic routes into successful careers for residents, with an emphasis on vocational apprenticeships, and will work with 160 employers to offer apprenticeships opportunities. This bid will fund a candidate support programme to source and prepare candidates for apprentice roles and to place them into apprentice vacancies, with full follow on and evaluation to assess the economic impact of the service, so that it can be scaled up significantly if effective.

ESOL: Businesses have told us in numerous surveys that language skills amongst employees can be a major impediment to success. Overall 6% of west London residents in 2011 could not speak English well or at all which is around 88,000 people, a higher rate than London at 3% (ONS census 2011). ESOL has therefore been identified as a priority for west London boroughs. This programme will involve expanding business-focused ESOL provision for employment and will support 1700 enrolments over 2 years on those areas where the business need is greatest.

ESOL for Employment will be lead sub-regionally for West London by Brent and Hillingdon, with engagement from other boroughs and curriculum development being supported by West London Adult Community Learning Heads Group.

West London Employment Hub: The Old Oak and Park Royal Opportunity Area (which straddles the west London boroughs of Brent, Ealing, and Hammersmith and Fulham) is the largest in the Mayor's London Plan. It will deliver a new station at Old Oak Common, which will be the only interchange between HS2 and the Elizabeth line (formerly known as Crossrail), as well as around 25,500 homes and 65,000 jobs. The scale of the opportunity to connect west London residents to jobs and training programmes (especially in the construction sector) is immense. This programme will actively work with 300 residents and 200 to gain sustainable employment opportunities on offer locally.

OPDC is working with partners (including the local boroughs of Ealing, Brent and Hammersmith and Fulham, Jobcentre Plus, colleges, businesses and developers) to locate an Employment and Skills Hub in Park Royal. Jobcentre Plus Ealing, Brent Hammersmith and Fulham will deliver services from the Hub. The objectives of the Hub will be to support local people to gain the skills they need to access jobs and progress in their careers as well as helping local businesses recruit and develop a workforce with the skills they need. Hammersmith & Fulham will be the lead borough and will work in partnership with Ealing and Brent to deliver services across boroughs.

Job Brokerage: An effective local Job Brokerage Service with a strong understanding of employer needs and skills gaps is required to drive up opportunities across all sectors and boost productivity in west London. Borough led job brokerages service are highly effective at working with employers to facilitate basic skills and employability training which will lead residents into employment. The main objective is to manage relationships with local employers to secure vacancies and apprenticeships for residents.

This programme will target 840 residents across Brent and Ealing with 77% apprenticeship completion rate and 70% sustainment in work at 26 weeks.

We will support the development of business skills of those who are self-employed, sole traders, and owner managers of micro businesses. The proposal will fund the provision of training and one-to-one support for businesses to build their skills and knowledge with the aim of increasing the survival rates of these businesses and in turn increase business growth and sustainability. Business skills could include financial management, HR, logistics, stock control, market research, business planning, marketing, exporting, etc. Our business rate hardship scheme found financial management the biggest issue for claimants. This proposal will be led by Harrow Council

Keeping people engaged with the labour market: For many people, a period of ill health, or a worsening chronic condition, can cause huge difficulties. For those in work, but who are just managing, it can lead to them losing their job and then struggling to get back into work. Unable to support themselves and their family, and without the positive psychological and social support that comes from being in work, their wellbeing can decline and their health and mental health can deteriorate.

The impact of this downward spiral is felt not just by each person affected and their families, but also by employers who lose valuable skills and health services that bear additional costs. There is a lack of practical support to help people stay connected to work and get back to work. This proposal will address this gap and provide targeted occupational health support to Barnet's SMEs alongside support to implement healthy workplace practices from public health specialists. The programme will support 20 taking up well-being support and up to a 100-people taking up occupational health support.

Employability Framework – Transforming the transition to work and a meaningful Career:

Working across boroughs and in collaboration with the RSA, we will trial a whole new approach to digital CVs and "digital skills passports" that will allow learners to demonstrate their skills to prospective employers, and which would be recognised and accepted by a wide group of businesses as being the evidence of a candidate's competencies and ability to undertake a particular role. In effect, it would allow job searchers to prove their skills set with a widely recognised, quality assured online CV. Similar models have been adopted successfully in places like Hull.

The employability framework will have a number of positive impacts on productivity and the economy: it will address skills shortages linked to work readiness and non-cognitive skills; promote engagement between learners/young people and employers; provide a shared language coupled with a systematic approach to aligning employability initiatives, allowing effective partnerships to form; promote a greater awareness of career opportunities and; and promote lifelong learning and the development of 'career management' skills that help people navigate the growing complexities of the labour market.

The Employability Framework will benefit local employers as building a talent pipeline by using digital badges to define skills and attributes that business need and in return will challenge employer recruitment methods and workplace cognitive diversity most relevant to the West London labour market. Pilot areas to be considered are Heathrow Airport and Old Oak & Park Royal - West London Employment Hub and the sector focus would be retail, hospitality, construction, transport & logistics, digital and food manufacturing sector.

We will work with Hounslow, Hillingdon, Brent Ealing Hammersmith & Fulham and OPDC to develop the Employability Framework to support career progression as recommended by Taylor Review 2017, to enable learners and employees to demonstrate their credentials, and to capture and

	<p>communicate learning to show case online. To be completed over a three-year period from commissioning in late 2018.</p> <p>We will link the delivery of the outcomes explicitly targeted in this productivity-focused bid with the delivery of wider economic metrics, including the changes in business turnover for those businesses engaging with the programme, and also the number of new jobs directly created as a result of its implementation across seven boroughs.</p> <p>If not all elements of this bid are successful, then sub-regional delivery of the Skills Escalator element will be prioritised.</p> <p>Delivery will commence in late 2018 with leadership and oversight from the West London Skills, Employment and Productivity Board.</p>
<p>Evidence of support from participating boroughs / partners <i>E.g. Cabinet/member decision; letter of endorsement etc.</i></p>	<p>Statements of Support from:</p> <ul style="list-style-type: none"> - Lead chief executive - Letter of Support from Middlesex University - Letter of support from the Old Oak Common and Park Royal Development Corporation
<p>Accountable bidding borough lead officer contact details:</p>	<p>Luke Ward Head of Growth, Employment and Skills, West London Alliance E: wardlu@ealing.gov.uk T: 07738 802 929</p>

Supporting appendices:

1. Borough metrics – outcomes to be delivered and finance
 - I. Summary of outcomes to be delivered
 - II. Outcomes and funding by borough
 - III. Summary of funding by project
2. Skills Escalator evaluation report by Learning Work institute, [here](#).
3. Skills Escalator case studies
4. Sub-regional Skills Employment Productivity Delivery Plan.
5. Letter of Support from Middlesex University
6. Letter of Support from the Old Oak Commons and Park Royal Development Corporation

Appendix 1 – Key metrics *(all supported with more detailed spreadsheets developed jointly by West London Boroughs)*

I. Summary of outcomes to be delivered through this bid (and associated output measures associated with delivery of the programme):

- Working people Working Places to engage with 525 residents
- ESOL for Employment to support 1700 enrolments to measurably increase functional language skills
- Skills Escalator Programme benefitting 1,090 people and 175 local businesses.
- Supported Internships Programme to deliver 200 Skills Programmes to LLD clients and create 30 Supported Internships with follow on employment opportunities
- Job Brokerage to target 840 residents
- Park Royal Employment Skills Hub to engage with 300 residents and 200 to gain sustainable employment
- Opportunities for Young people will target 150 young people at risk of being NEET and support 160 employers. Ealing Apprenticeship Network EAN and will work with 250 employers to support apprenticeship opportunities.
- Workplace SME's workplace support – 20 people taking up well-being support and up to a 100-people taking up occupational health support.

II. Summary of outcomes and funding bid for by borough

Borough	Number of participants/ businesses	Match Funding In kind value	Funding bid for
Barnet	720 individuals	£220,000	£480,000
Brent	775 individuals	£600,000	£470,000
Ealing	710 individuals 410 employers	340,000	£470,000
Hammersmith & Fulham	500 individuals	400,000	£ 480,00
Harrow	180 individuals 140 businesses	200,000	£ 480,000
Hillingdon	700 individuals 70 employers	80,000	£470,000
Hounslow	300 individuals 135 businesses	50,000	£470,000
Employability Framework	n/a	100,000	£588,100

		£1,990,000	Total: £3,428,100
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III. Summary of funding by bid element

£3,428,100 is being bid for here, to deliver a focused and mandated productivity and skills programme for West London. Specifically:

Delivery Area	Amount Bid for (excluding match)
Skills Escalator	£1,300,000
Working People Working Places	£280,000
English as a Second Language at scale	£315,000
Opportunities for Young People	£200,000
Job Brokerage scheme roll out	£310,000
Park Royal and Employment Skills Hub	£250,000
Employability Framework innovation trial	£513,100
Hillingdon targeted programme	£105,000
Workplace wellbeing support for SMEs	£75,000
Providing opportunities for LLD learners	£80,000
Total	£3,428,100

IV. Summary of match funding by programme (all in Kind contributions)

1. Supporting Individuals

- Skills Escalator £570,000
- Working People Working Places Barnet & Brent £245,000
- Providing opportunities for LLD learners (Hillingdon total match - £80,000)
- Opportunities for Young People £120,000

2. Supporting Businesses

- ESOL for Employment - £100,000
- Job Brokerage - £450,000
- Park Royal and Employment Skills Hub - £250,000
- Workplace wellbeing support for Barnet SMEs- £75,000
- Employability Framework: £100,000

Total value: 1,990,000 in kind contribution.

Appendix 2: Skills Escalator evaluation report by Learning Work institute can be found [here](#).

Appendix 3: Skills Escalator Case Studies

Hounslow Case Study

Female, 44, Hounslow client

The participant previously worked in a busy restaurant waiting tables, however struggled with the job due to high blood pressure and restricted mobility, and instead wanted to find a job that posed less physical pressure whilst providing a higher income. However, the participant felt lost looking for work due to limited experience and knowledge of the job search process, alongside limitations to her spoken English, which left her feeling stuck:

“Not enough confidence... have no time to go for interviews... I don't know, not enough whatever, just to find some adverts about jobs.”

Through the pilot, the participant had regular one-to-one sessions with her adviser, where they created an action plan to identify the steps required to achieve her desired goals. This included job search and application support, CV sessions and enrolment in an English language course, alongside close support and motivation from her adviser:

“If someone tells you, “You are good,” it helps you a little bit with that. So it's always helpful, even if you talk with someone, it's always good and she's a really lovely lady, I really enjoyed to talk with her, to work with her.”

Within a few months of joining the pilot, the participant successfully got a job as a receptionist in a hotel, which provided an improved working environment, better wages and opportunities to progress in the future. The participant stated that the support provided by the pilot had helped to guide her in the right direction, providing invaluable improvements to her confidence, understanding of how and where to look for work and her spoken English, which quickly led to the new job:

“I really enjoy that kind of work... the owner is very nice and the staff are very nice and like it's easy to arrange everything. I'm sitting at the reception desk, I've got regular hours, I feel I learn a lot.”

ii. Harrow Case Study

Female, 34, Harrow client

Prior to starting the pilot, the participant had recently self-funded a level 1 swimming instructor course in order to build a career in this, and was working as a swimming assistant. She explained that, despite this, her low income meant that she had regular concerns as to how to provide for her family and deal with debts of over £5,000:

"We were probably limited to the essentials, electricity... but you know, days out and things like that, they were very limited... there was no extras."

Prior to starting the pilot, the participant was hoping to complete her level 2 swimming instructor qualification but could not afford the £800 cost and saw no feasible way of doing so. However once she joined the pilot, the participant was able to source the funding needed and completed the course:

"The biggest help of all and, you know, the financial side of it because obviously, I wouldn't even have been able to attempt to do it."

The participant explained that because of the funding provided, she was able to expand her skills and progressed to a job as a swimming teacher; increasing her hourly wage from £10 to £15, and doubling her hours worked to 16 hours per week. Further, she explained that completing the course had improved her confidence and self-belief, resulting in her most recent plan to organise funding through her employer to complete additional training in order to become an advanced swimming instructor:

"The fact that I was able to do my level 2 and obviously then I was teaching, I was able to show that I was capable...I was then able to prove that I'm not a bad swim teacher, and also I then got able to start helping the swim coordinator with what she does, and now that's another bit of progression that I'm looking to do."

Appendix 4 – West London Employment, Skills and Productivity Plan

[http://westlondonalliance.org/wla/wlanew2.nsf/Files/WLF-159/\\$file/WLA+Skills+and+Productivity+Strategy+DIGITAL.pdf](http://westlondonalliance.org/wla/wlanew2.nsf/Files/WLF-159/$file/WLA+Skills+and+Productivity+Strategy+DIGITAL.pdf)

Appendix 5: Letter of Support from Middlesex university



Professor Andrea Dlaska Dr phil, Mag phil
Deputy Vice-Chancellor Learning & Innovation

31 May 2018

Luke Ward
West London Alliance
Ealing Council
Perceval House
14-16 Uxbridge Road
London
W5 2HL

The Burroughs
Hendon
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NW4 4BT
United Kingdom

Tel: +44 (0)20 8411 3411
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Dear Luke

In support of WLA's application to the Business Rates Pilot Pool - Strategic Investment Pot (SIP) Bid- to improve skills, employment and productivity

MIDDLESEX University is committed to working with the West London Alliance (WLA), west London local authorities, to support skills, employment and productivity programmes in west London.

Middlesex University London has been home to innovators and change-makers for nearly 140 years. We are a progressive London university that puts our students first and provides expert teaching informed by inspiring research and practice. We boast a diverse, multinational and multicultural community of nearly 20,000 students and 1,900 staff from 140 different countries based at our modern north London campus in Hendon. We also have campuses in Dubai, Mauritius and Malta, bringing our total number of students to 37,000.

A university for skills, Middlesex University London generates more than £280 million a year for the Barnet economy, supporting some 3,800 local jobs. Middlesex embraces widening access, with almost all our UK students coming from state schools, over 60% from black and minority ethnic groups and over 50% with parental occupations that are semi-routine or routine rather than senior manager or professional. We work with employers to make sure that what our students learn is what employers need, and we strive to transform the lives of our students so that they have an excellent experience while they are with us, and a solid foundation for inspiring careers when they leave us. 72% of our graduates go into graduate level jobs/further study within six months of graduating.

Middlesex University London is working with the West London Alliance (WLA), collaboration between seven West London boroughs, and Ealing, Hammersmith and West London College, to meet pressing skills needs with a comprehensive range of provision. The WLA steers a programme of collaboration and innovation to improve outcomes for West London based on an open approach and dialogue with public, private, voluntary sector partners. Middlesex University is committed to working with WLA to develop a digital platform for "open badging" and an employability framework to enable learners and employees to use digital badges to showcase their



credentials to businesses – one that develops 'in-place' work experience opportunities for the West London community and workforce diversity potentials for businesses and organisations in the area. The collaborative contribution to this project reflects Middlesex University's commitment to diversity and social mobility and helps further the embedding of its core strategic aim of 'transforming potential into successes'.

We look forward to progressing the employability framework pilot with WLA and partners.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Andrea Dlaska".

Professor Andrea Dlaska

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Appendix 6: Letter of Support from the Old Oak Common and Park Royal Development Corporation



Luke Ward
West London Alliance
Ealing Council
Perceval House
14-16 Uxbridge Road
London
W5 2HL

Date: 23/05/2018

Dear Luke,

In support of WLA's application to the Business Rates Retention - Strategic Investment Pool allocation – to improve skills, employment and productivity

The Old Oak and Park Royal Development Corporation is committed to working with the West London Alliance (WLA), west London local authorities, TfL and partners to support skills, employment and productivity programmes in west London.

The availability of skilled workers is a key factor for the future economic viability and success of west London and WLA's bid will deliver significant benefits to residents and businesses.

The Old Oak and Park Royal Opportunity Area (which straddles the west London boroughs of Brent, Ealing, and Hammersmith and Fulham) is the largest Opportunity Area in the Mayor's London Plan, with the potential to deliver a minimum 25,500 homes and 65,000 jobs and the scale of the opportunity to connect west London residents to jobs and training programmes (especially in the construction sector) is immense.

The new station at Old Oak Common will be the only place where High Speed 2 (HS2) meets the Elizabeth line. The connectivity provided by these two nationally significant transport projects represents an exceptional opportunity to deliver the largest regeneration project the UK has seen since the 2012 London Olympic and Paralympic Games.

Old Oak and Park Royal Development Corporation (OPDC) has overarching responsibility for planning and regenerating the Old Oak and Park Royal area, leading transformational change and development, whilst also seeking to safeguard and regenerate the UK's largest industrial estate at Park Royal.

OPDC is excited to work with WLA and other partners (including the local boroughs, colleges, businesses and developers) to locate an Employment and Skills Hub in Park Royal. The objectives of the Hub will be to support local people to gain the skills they need to access jobs and progress in their careers as well as helping local businesses recruit and develop a workforce with the skills they need.

We will also be working with WLA to develop a digital platform for "open badging" and an employability framework to enable learners and employees to use digital badges to showcase their credentials to businesses.



OPDC has a programme of regeneration projects in progress and has developed excellent relationships with WLA, the local authorities and communities. We will be able to draw on this experience and these relationships to support the successful delivery of the WLA project.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Tom Cardia', is written over a light grey rectangular background.

Tom Cardia
Interim Assistant Director of Planning
Old Oak and Park Royal Development Corporation