



SCRUTINY PANEL 2 – 2022/2023

RECOVERY FROM THE PANDEMIC

FINAL REPORT

03 MAY 2023

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CHAIR'S OVERVIEW



Councillor Jon Ball
(Panel Chair)

I wish to sincerely thank all service officers and the many external witnesses from the business and educational sectors who gave evidence to the panel at our meetings or engaged with panel members during our site visits.

Ealing was especially badly hit by the economic effects of the pandemic due to the local economy's reliance on industries like aviation and filmmaking that largely closed down for a long period. Some of these industries have now recovered but the outlook for retail, hospitality and construction remains uncertain. Local businesses and residents without well-paid work need our support.

I welcome a number of new potential initiatives that were proposed during our meetings, one of which I'd single out for special praise is that from the University of West London's Westmont Enterprise Hub to develop a scheme to divert young people at risk of coming to the attention of the criminal justice system into entrepreneurship.

It is very clear from the evidence we heard that there are a wealth of very valuable initiatives being provided by the Council and various local bodies and organisations to support local businesses and to provide vocational training and job-searching assistance for residents. However, it is not always obvious to businesses and residents that these services exist and how to access them. More subtly there are fields of decently-paid work in which employers find it difficult to fill vacancies and for which there is training available but are not on the radar of most job-seekers, for instance dry lining within the construction industry. Communication both between support providing organisations and to business owners and jobseekers is thus key and features in most of our recommendations.

It was notable from our discussions with businesses large and small that crime and anti-social behaviour is a significant problem for retail businesses right across the borough, and that this has been getting worse. Aggressive shoplifting and ASB put off shoppers and have led to some retail workers leaving the sector in addition to the direct cost to businesses of the theft. The viability of some shops is at risk due to crime. There is work to be done by the police as well as the Council and BIDs in tackling these issues.

Finally, I would like to thank my Vice-Chair, Cllr Praveen Anand, all the members who served on the Panel and our two co-optees for their valuable input into our meetings, recommendations and the site visits that we undertook from North Acton to Southall.

Councillor Jon Ball
Chair

1.0 INTRODUCTION

1.1 The Overview and Scrutiny Committee had established the Panel in response to the commitments of the new administration's manifesto pledge of **Recovery from the Pandemic** "*We will secure 10,000 new well-paid jobs across the borough to help every family get a decent living income. Coronavirus has hit people's incomes hard, so we will secure new well-paid jobs, support people back into work after lockdown and deliver more support for small and local businesses to thrive.*" and the associated priorities within the Council Plan.

Scope

1.2 The Panel's scope was to scrutinise matters relating to the economic recovery of the borough from the COVID-19 pandemic and make recommendations for improvements accordingly. The Panel focused on the training support provision; local jobs provision; and support for small and local businesses to help the local economic recovery.

2.0 METHODOLOGY

General

2.1 The Panel received reports and presentations from internal services, external agencies and expert witnesses at its four hybrid meetings which participants could join in person or virtually via Zoom. The meetings were held in Ealing Town Hall and webcast live on the Council's YouTube channel. The Panel also conducted several site visits within the borough.

Site Visits

2.2 The Panel visited:

- Youth Hub at Ealing Green College
- Winter Jobs Fair at University of West London
- Various Local Business Premises:
 - Excelsior Studios in Park Royal Industrial Estate, North Acton
 - Acton Market Square in Acton Town Centre
 - Charmy's Newsagent in Acton High Street
 - International House refurbishment in Ealing Broadway Shopping Centre
 - The Fox Inn on Green Lane, Hanwell
 - Greenford Quay development in Greenford
 - Aria's Coffee Shop on King Street, Southall
 - Chana Chemist on South Road, Southall

Co-option

2.3 Mr Denver Dias (Chartered Accountant, Williams Chartered Accountants, Park Royal) and Ms Roop Kaur (Founder, King Street Shopkeepers Forum, Southall) were co-opted onto the Panel at the second meeting.

Publicity

2.4 The Panel's work was publicised in the Council's *Around Ealing* free magazine which is delivered to all households in the borough, website and direct emails.

3.0 DETAILED CONSIDERATIONS

BOROUGH'S ECONOMIC SITUATION AND RECOVERY

- 3.1 Connor McDonagh (Assistant Director for Economic Growth) and Councillor Shital Manro (Cabinet Member for Good Growth) presented an overview of the borough's economic situation and recovery since the COVID-19 pandemic.
- 3.2 Ealing was one of the hardest hit boroughs in London by the COVID-19 pandemic. The pre-pandemic inequalities that had existed within the borough in Southall, Northolt and parts of Acton were further compounded by the impact. Many residents of these areas worked at the adversely affected Heathrow Airport and its supply chain network.
- 3.3 The pandemic had exposed that Ealing had one of the least resilient economies in London. The key pre-pandemic deprivation statistics for the borough indicated that 8 of the 23 wards were in the 20% most deprived in England; employment rate for women was 12% lower than men; employment rate for the Black, Asian and Minority Ethnic (BAME) residents was 9.9% lower than White ethnicity; 1 in 3 residents earned less than the London Living Wage (LLW); and over 23% of households were overcrowded.
- 3.4 At the onset of the pandemic, West London Alliance (WLA) which comprised of the seven West London boroughs had commissioned Oxford Economics to research how the Coronavirus might impact the West London economy. The projected research showed that there were 50% of job cuts from the three sectors that made up a quarter of its economy. It was estimated that over 75,000 Heathrow Airport related jobs would be lost in West London. Ealing's unemployment rate was the second highest in West London. There had been 75,000 Ealing residents on furlough in October 2021 with Southall having the highest furlough rate in London mainly due to the adverse impact on the aviation sector. The number of people claiming employment support had doubled to 20,105.
- 3.5 The recently published census data showed that Ealing's population had grown by 8.5% but there had been a decline in the population amongst 20-34 year olds, which would affect future service delivery and economic vitality.
- 3.6 Ealing had a high number of jobs paying less than the LLW, the 6th highest London borough. 40% of the jobs in the borough were in the typically low paying sectors such as retail, hospitality and leisure compared to 33% in London. This situation was considerably higher in Southall (52%) and Northolt (47%) reinforcing challenges of an east-west divide in terms of prosperity and opportunity.
- 3.7 The children living in absolute low-income families had risen by 10% in the borough since 2015. The increase had been driven by children living in working families which suggested that work was failing to pay for many families.

- 3.8 Most of Ealing's high streets were dominated by retail which was in long-term decline. 1,000 retail jobs had been lost across Greenford and Perivale alone in the last five years.
- 3.9 The borough had lots of carbon intensive industries compared to elsewhere in London which would make the transition to net zero carbon emissions by 2030 more challenging to achieve. 23% of Ealing's jobs were in more carbon intensive sectors compared to about 11% in London as a whole.
- 3.10 In response to the impact of the pandemic, the Council had acted swiftly in setting up an Ealing High Street Task Force (EHSTF) and conducted several surveys for local businesses. EHSTF had empowered local communities and businesses to lead change in their locality. It had enabled the Council and its partners to communicate with businesses and provide quicker support to them, including awarding nearly £135M in grants.
- 3.11 Consequently, in September 2021 the Council had published its action plan to deliver the current Council Plan priority of Creating Good Jobs in its 'Plan for Good Jobs – Towards an Inclusive Economy' document. The Council's vision for good jobs was to ensure a sustainable, inclusive and socially just economy for Ealing where people, businesses, towns and communities grow and thrive together.
- 3.12 The Council was presently drafting a new Local Plan for the borough. The Local Plan would have a strong emphasis on the Council working closely with its partners within the public, private and third sectors in growing the local economies of the seven town areas – Northolt, Southall, Greenford, Perivale, Hanwell, Ealing, Acton plus an emerging eighth town which was currently under the control of Old Oak and Park Royal Development Corporation (OPDC). The Council was working closely with OPDC to leverage the best outcomes from the significant regeneration zone that would deliver thousands of new jobs over the next 20-30 years. It was one of the biggest regeneration zones in UK.
- 3.13 The Local Plan would include a new policy on affordable workplace and policies to intensify employment floorspace across the borough's industrial land and town centres. It would promote innovation and creativity across the borough such as a Creative Enterprise Zone (CEZ) in North Acton and Park Royal; an innovation hub in Greenford; and accelerating meanwhile employment hubs in Council assets. Ealing's Local Plan focused on having an inclusive, resilient, diverse and well-functioning economy to create local jobs for local people so that they could continue to work and live in this borough. The Local Plan would help to guide developers and future development of the Council's requirements for the next 10-15 years.
- 3.14 The Council had undertaken a Shaping Ealing survey from November 2021-May 2022 to help formulate the new Local Plan. It had received over 10,500 responses which included the need for great public transport; good social cohesion; sense of belonging; feeling welcome; more affordable homes; good employment opportunities; less congestion and air pollution. Some people were not happy with the way the area was changing so the Council

would introduce a community-led regeneration programme by ensuring that people were at the very heart of regeneration projects to help address these issues. The survey would inform medium-term measures to enable an inclusive economy. The Council planned to use a new inward investment model involving Ealing's businesses, landowners, developers, investors and communities to achieve this.

- 3.15 The Plan for Good Jobs had four recovery themes of Focus on Local People – supporting out hardest hit residents; Support to Business – protecting, nurturing and expanding businesses; Towns and Communities – investing in our most left behind town and communities; and Climate Change Action – promoting green recovery. 12 objectives across the four themes were being delivered to make a difference for the borough's communities. Short-term measures to accelerate the borough's economic recovery included partnership working, innovation, creativity, meanwhile community use of assets, support and public realm.
- 3.16 The Council's town centre vision framework and 20-minute neighbourhood plans would ensure that people living in the borough could access jobs and other amenities within a 20-minute walk from their dwelling, making these much more sustainable and inclusive neighbourhoods. An economy strategy for Ealing would incorporate inclusive growth and economy.
- 3.17 Multiple projects were being delivered around the borough which included Open Havelock project in Southall whereby the Council was working with Catalyst, Greater London Authority (GLA) and Canal & River Trust to convert 36 redundant garages back into community use as a meet-up space for young entrepreneurs and businesses to liaise. The project was funded through a £600,000 GLA Good Growth Fund. Similar projects would be rolled out across the borough.
- 3.18 As part of its inward investment model, the Council aimed to create Greenford into a potential innovation district or hub. It had several assets in the town centre and would work closely with businesses such as SEGRO Plc which owned substantial land in the borough including within Greenford Park industrial area. The manufacturing and distribution centre of Brompton Bicycle and Vantage Power which designed and manufactured hybrid and electric technology were also based in the Greenford Park industrial area, providing vital local jobs. The Greenford Quay development would offer more employment spaces.
- 3.19 The newly accredited CEZ was UK's largest industrial estate with 46,000 workers. It contained a cluster of creative and digital industries. The Council planned to leverage more income from public and private sectors to invest in this area to provide opportunities for young people in accessing future jobs. It worked closely with the local schools and other education establishments such as University of West London (UWL) and West London College (WLC) in bringing about an innovation district to the area. The CEZ would enable people who had lost jobs at Heathrow Airport and its supply chains to upskill for other types of employment.

- 3.20 Southall Manor House, a Grade II listed building, had recently undergone a £2.4M refurbishment to create a community and business hub. It was anticipated that the convergence of businesses and local community would create new businesses and entrepreneurs in that area.
- 3.21 EHSTF had been established with £600,000 funding received from GLA's Resilience Fund programme to help the borough's high streets and seven town centres to emerge from the pandemic. EHSTF had worked closely with the Council in its establishment and operations. EHSTF's first priority had been to enable the safe operation and reopening of the high streets during the pandemic. EHSTF's work had since evolved into finding innovative solutions for the future of the borough's high streets including reimaging and repurposing them to become more diverse and resilient for the changing needs of the people visiting, living or working in the borough. Many other Councils from around the country had enquired about the success of EHSTF in changing the borough's public realm. It was important to invest in active travel projects to reduce the dominance of car congestion and air pollution in making the public realm accessible and attractive, enabling better social cohesion and the creation of destinations where people wanted to come and relax.
- 3.22 Ealing was one of three boroughs that had been selected by the government for its Levelling Up fund. Consequently, the Council had secured a £7.23M funding for improvements to the public realm and active travel projects. It had added further funds and was working closely with the Department for Transport (DfT) and Transport for London (TfL) to transform parts of the borough. The present £1M enhancement of the Northolt High Street scheduled for completion by 2024 would attract new businesses there.
- 3.23 The aviation sector had been one of the first sectors to shut down during the pandemic and amongst the last to reopen. Many people who had previously worked at Heathrow Airport or its supply chain network had sought other jobs elsewhere once their furlough period had ended and did not want to return to their old jobs. The job vacancy situation at the Airport had presented a challenge so various programmes and initiatives were introduced to recruit local people into these jobs. The job losses in the aviation sector had a significant adverse impact on a large number of Southall residents who had been employed in this sector before the pandemic. Consequently, Ealing Council had established a strategic Southall Jobs Partnership (SJP) comprising of various key stakeholders including Heathrow Airport Limited, Jobcentre Plus (JCP), West London Business (WLB) and WLA to help these residents into the vacant positions. Heathrow was presently focusing on regrowing in a more sustainable way to address the climate crisis. It had invested considerably on research, development and innovation to create sustainable air travel. This drive would give Ealing residents the opportunity to access new higher value and knowledge economy jobs.
- 3.24 Genuinely affordable homes was a key manifesto commitment of the new administration which had pledged to provide 4,000 new affordable homes. The last administration had delivered 2,700 genuinely affordable homes in

the borough. There had been a major impact on the supply chain within the development industry due to Brexit and the pandemic. The increased prices of materials and other construction costs had made many developer schemes unviable including some of the Council's Broadway Living schemes. There were approximately 11,000 people currently on the Council's housing waiting list and despite numerous challenges the administration would continue to look at ways to fulfil its manifesto commitment.

- 3.25 The 20-minute neighbourhood model was suitable for the borough. The last Local Plan had focused on growth along the two growth corridors of Uxbridge Road with its Elizabeth Line stations and the A40/Western Avenue with its industrial land. Consequently, Southall had undergone significant regeneration and investment growth in the last decade and there had been pockets of growth within the industrial land along the A40. The new Local Plan was about a polycentric approach whereby all the seven town centres of the borough would see investments, regeneration, redevelopment and good growth. This approach would take the pressure off places like Southall and provide investment in left-behind places such as Northolt that had not received much investment in the last few decades. The Council's community-led regeneration programme for the seven towns such as 'Visions for Northolt' which had started a couple of years ago had enabled it to secure further funding for Northolt town centre. Greenford, Perivale and Acton town centres were being regenerated. Regeneration work in Hanwell and Ealing town centres would commence in the next few months. Details of the Southall Reset programme would be presented to Cabinet imminently. The 20-minute neighbourhoods were critical for the long-term future of the borough in making it more sustainable by ensuring that people had quicker access between their services, homes and jobs.
- 3.26 Before the pandemic, the borough was mainly seen as a residential dormitory with lots of residential housing and people travelling to work in the business district of central London using the Elizabeth Line and other tube stations. The new administration had considered the development in the borough and deemed that people ought to be coming into Ealing as a destination to work. More commercial and employment space in the town centres would attract organisations to invest in the borough. The 20-minute neighbourhoods and implementation of active travel programmes would help people to travel in different and sustainable ways to come and work here. Some development schemes that were already in the pipeline during the last 2-3 years would continue.
- 3.27 There were no quick fix solutions to the decline of the high streets and town centres. It was evident that the high streets and town centres had to change to survive in the long-term. Independent businesses benefitted when people stayed at home and as a result the local high streets would thrive. The main town centres had suffered because more people were working from home. It was important to get people to work from their office spaces for the town centres to thrive. Consideration was being given to innovative ways of working such as in cafés by paying a nominal sum for the day and other incentives of buying a coffee or soft drink and getting free refills thereafter.

The Council's new affordable workplace policy was already being implemented within the planning applications process. The local town centres would benefit from people working locally. The Council had undertaken health checks of all the borough's town centres and gathered evidence for the new Local Plan. It had also conducted an employment land review and the Industrious Ealing socio-economic evidence on the performance of Ealing's economy would be published shortly.

- 3.28 The Council was looking at its own assets for potential meanwhile use sites. There was consideration of deriving best commercial income against actual social value for the use of such sites. For example, Southall Manor House provided an opportunity for local businesses to access cheaper space and the income helped with the maintenance of the grade II listed facility. There was continuous dialogue with large private developers about vacant units within their developments for good use. Community Land Trust Network had agreed to the use of an attractive affordable creative space in Friary Park, Acton. A portacabin was available for the use of the local community at the Northolt development site.
- 3.29 The affordable office space was normally agreed as part of Section 106 agreements during the planning application process and came into effect permanently when the offices were built. The developer was expected to charge lower rents and publicise the space for start-ups. The affordable space got a throughput of firms growing and moving on to become successful with newer start-ups coming through the same office space. The Council was expecting to enter into a similar agreement with the British Land development.

Ealing's Unemployment and Qualifications Statistics

- 3.30 In March 2022, Ealing's unemployment rate of 7.1% had been 1.7% higher than that for London (5.4%) and 3% higher than for Great Britain (4.1%). The unemployment rate applied to people who were available to start work and not the long-term sick. Ealing's unemployment rate was the highest in West London followed by London Boroughs of Barnet and Brent at 7.0% and 6.1%, respectively. Ealing's unemployment rates had fluctuated during the pandemic and peaked at 7.6% in June 2021. The current unemployment rate was still higher than the pre-pandemic levels.
- 3.31 The alternative claimant count (ACC), a measure of unemployment data, had shown that the all-age Ealing figures in February 2020 before the pandemic had been 9,269. In May 2020, the ACC was 20,853 and had risen to 21,655 in May 2021. The ACC had continued to decline in May 2021-April 2022. There had been a 1% rise in the provisional number of residents on unemployment benefits in May 2022 (14,214) compared to April 2022 (14,052). Ealing had the second highest provisional ACC within West London in May 2022 at 14,214 (6.46%) whilst London Borough of Brent had the highest at 14,667 (6.81%).
- 3.32 In January-December 2021, at 148,000 (65.7%) Ealing had a higher proportion of residents aged 16-64 years with National Vocational Qualifications (NVQs) at Level 4 and above compared to London (59%) and

Great Britain (43.6%). This was the second highest rate in West London after Hammersmith & Fulham (74.4%).

- 3.33 16,400 (7.3%) Ealing residents had no qualifications and 16,900 (7.5%) had other qualifications. This was a barrier to employment because 'other qualifications' meant that the resident may have studied abroad and often their qualifications could not be converted to the UK level structures or were levelled down. Many employers favoured residents who had Mathematics and English qualifications as a minimum requirement for the role, making it more difficult for people with no qualifications to apply for jobs or apprenticeship opportunities.

TRAINING SUPPORT PROVISION

- 3.34 The Panel received presentations from Ealing Council officers and three partner organisations – University of West London (UWL), West London College (WLC), Ealing & Hounslow Community Voluntary Service (EHCVS) on the training support provision to get residents back into work.

Ealing Council

- 3.35 Learn Ealing (LE), part of Ealing Council's Employment, Learning and Skills (ELS) service, was the adult learning provider tasked with the implementation of the administration's manifesto target of delivering 12,000 new qualifications and training programme graduations in 2022-26 for people looking to upskill.
- 3.36 LE worked closely with other Council services and external partners to support the creation of jobs and apprenticeships in the borough. The service was guided by the London Mayor's Adult Education Roadmap objectives of creating an empowered and locally relevant adult education system, ensuring that impactful adult education was recognised and supporting Londoners most in need to better access adult education.
- 3.37 LE applied the three key strategies of expanding its partnerships; delivering more bespoke, innovative and high-quality provision that would meet the needs of clients; and bidding for further funding from GLA to meet set targets.
- 3.38 LE worked closely with its external partners such as UWL, WLC, JCP, EHCVS, Southall Community Alliance, A2Dominion and The Forge@Park Royal (The Forge) to deliver online and classroom based courses across the borough. It particularly tapped the deprived areas of Acton, Northolt and Southall. Wraparound support was provided for the learners to enable progression into further education at a college/university, employment, volunteering opportunities and placements.
- 3.39 LE had adapted various modes of teaching in the past three academic years to suit residents. It had worked closely with external partners such as North West London NHS Trust (NWLNHST) to create a pathway for primary care non-clinical staff into employment and Lloyd's Pharmacy in reskilling its large workforce through a bespoke ESOL programme. LE had worked with internal teams within Work Ealing to develop programmes that tackled

inequality and enabled residents to acquire qualifications and skills for earning decent living incomes.

- 3.40 610 learners had completed 1,894 employability qualifications and training programmes in 2021-22. Compared to pre-pandemic, there had been a significant increase in the number of learners (312 in 2018-19 and 592 in 2020-21) and enrolments (517 in 2018-19 and 1,254 in 2020-21). In 2020-21, there had been a 37% increase in the number of unemployed learners at 514 (375 in 2018-19) who completed 1,573 (1,305 in 2018-19, an increase of 21%) training programmes. The success of the programmes was attributed to good quality teaching, information, advice, guidance and pastoral care.
- 3.41 In fighting inequality, LE had extended its family learning provision and offered a face-to-face responsive digital offer. It had collaborated and worked with partners to create a locally relevant offer that supported the GLA roadmap in offering partner venues for delivery of courses which extended its reach. The partners now supported hard to reach communities across the borough. Parents, particularly women, and their children had access to a provision that built and supported skills needed for work and life. For example, the family ESOL offer at children's centres was responsive to local language needs of users where the parents had no English skills. This offer had enabled parents and their children to bond and mix with a wide range of groups, supporting progressing to English and community cohesion. In 2021-22, there had been a 104% increase in learners 196 (96 in 2020-21) and a 142% increase in enrolments 551 (228 in 2020-21) on this programme.
- 3.42 LE had worked with EHCVS and Ealing libraries in providing access to existing IT resources. This had extended the range of delivery venues for hard to reach groups across the borough. The bespoke offer supported digitally disadvantaged residents to develop and progress their computer skills for life and work. The courses ranged from beginner to advanced level with progression pathways to accredited provision.
- 3.43 In 2021-22, LE's Start-up School for Seniors course was specifically for people aged 50+ about starting their own business. There had been three cohorts each consisting of about 30 learners over the year. The course ran a series of workshops which included steps to setting up a business, links across networks, financial and marketing aspects. Several case studies demonstrated that some learners had successfully started their own businesses on completion of the training. LE was developing a specific programme with JCP for people aged 50+ years. Ealing Council and Imperial College were part of the CEZ. The Council was looking to work more closely with the creative industries to develop people's skills in that sector.
- 3.44 As a result of the pandemic, LE had identified five main sectors as avenues for employment – aviation; construction; service industry either relating to Heathrow Airport or small retailers in the high streets; retail; and hospitality. There had been buoyancy in recruitment within the borough with job

vacancies at Heathrow Airport, property developers, JD Sports and pubs. Less interest was shown in hospitality sector jobs because of its volatility, low wages, and long/unsocial hours.

- 3.45 In addition to the traditional telephone calls and leaflets, older people were provided digital support through the LE programmes to help improve their digital skills. Digital skills enabled them to access a variety of communications for work and life. The service aimed to develop people through upskilling and advancing their careers.
- 3.46 LE had targeted hard to reach groups by offering specific programmes with partners in various venues such as schools, community centres and libraries. The courses included ESOL sessions; first aid courses for voluntary organisations at the Gurdwara; and an Easter programme for an Indian women's group, Voice to Women, in Southall Town Hall focusing on digital skills and wellbeing. In response to the recovery from the pandemic, Ealing Council had established Southall Jobs Partnership to work closely with the local community on training and employment opportunities. The Council was also launching a new Learning Zone initiative across all its managed libraries to enable residents and businesses to access training and deliver seminars, webinars and employee support.

University of West London

- 3.47 Mr John Charlton (Head of Knowledge Exchange and Business Engagement, UWL) outlined that:
- 3.48 UWL was a partner in the borough for higher education. It was committed to being a good local university by strengthening working relationships with Ealing Council and optimising outcomes by collating resources.
- 3.49 UWL focused on local people by supporting the hardest hit residents; invested in the most left behind towns and communities; supported business by protecting, nurturing and expansion in the borough; and promoted a green recovery.
- 3.50 Over 1,000 (11%) of the UWL learners were Ealing residents, excluding Park Royal. This trend had remained over the last three years despite the pandemic and competition from other West and Greater London universities. 18% of learners resided in the borough during term time which included constituents and new learners.
- 3.51 The data for graduate outcomes was held centrally by the government and Higher Education Statistics Authority (HESA). UWL did not have records of where the learners resided after graduation. 10% of graduates had an Ealing-based employer within 15 months of completing studies including those having started their own business.
- 3.52 Based on HESA data, UWL had identified that two-thirds of students who lived in the borough before enrolment had met some criteria for indices of multiple deprivation. Hence, UWL's role was partially to support social mobility of Ealing residents.

- 3.53 About two-thirds of the students residing in the borough were from under represented BAME groups and a large proportion of these were mature learners on entry. UWL had a higher than national average of mature learners. Mature learners were classified as 21+ years. There were 44% of mature students nationally. UWL's outreach team had successfully brought together hundreds of learners aged 60+ years as part of the national University of Third Age (U3A) initiative. The initiative aimed for education and stimulation of mainly retired members of the community including those seeking career changes. UWL had social care through its college of health and nursing.
- 3.54 UWL had received the University of the Year for Teaching Quality and University of the Year for Student Experience awards in The Times and Sunday Times Good University Guide 2023.
- 3.55 UWL's higher education offer was employability focused. It maintained a close alignment with employer demands to ensure that student work placement and experience was gained through the degree requirements. Its student support mechanisms and facilities were designed to ensure job readiness to complement the academic requirements. The work experience placements were mainly located within the West London economy which included micro businesses, start-ups and global entities.
- 3.56 UWL's degree apprenticeships offer had seen a significant growth to over 1,000 presently without compromising quality. Its apprenticeships team partnered with the Council in supporting the 2000+ new apprenticeships target.
- 3.57 UWL was a member of Ealing Local Strategic Partnership (ELSP) – a partnership of public agencies, business, voluntary and community sectors working together for the benefit of local people – and worked alongside WLB, WLA, other regional universities and business partners in the same spirit to promote growth, social mobility and support local businesses.
- 3.58 In the past two years, there had been a new initiative of the internship recruitment match-funding in hiring graduate interns for local business start-ups. The initiative met the criteria of the Regeneration for Ealing in West London commitment.
- 3.59 UWL had a Westmont Enterprise Hub that enabled Ealing residents with the right idea to potentially tap into funding, expertise and support for their business. The Ealing Business Expo 2023 would be held at the Ealing campus with UWL playing a key role in organising the event. UWL also offered short courses such as applied project management and executive education for professional development.
- 3.60 UWL was one of the few greener universities in the country and assisted in creating a more sustainable Ealing. It had secured approximately £5M in the public sector decarbonisation scheme to implement highly technological equipment to help make it a net-zero campus by 2030.

- 3.61 UWL had lobbied the government for changes in legislation to make it easier for workers to deploy their right to work through a contract of employment. UWL's recent work with Better Hiring Institute and some very large employers nationally, who were also local to the West London economy, had seen a permanent change in the right to work legislation. These changes had helped certain groups of the labour market such as graduate cohorts.
- 3.62 UWL had a significant number of learners from Greater London but trying to keep them in Ealing was quite a challenge. UWL could develop more quality career opportunity programmes with local sector specific employers such as hospitality, tourism and aviation in promoting jobs to graduates so that they chose to remain in the Ealing labour market.
- 3.63 UWL had seen an increase in communications with Ealing Council at various levels. Regular communications had yielded meaningful results in partnership activities and enabled the deployment of relevant resources to enhance these for residents. It was crucial for Ealing Council to maintain and increase communications with its partners for continuous cultural improvement.

West London College

- 3.64 Mr David Warnes (Deputy Principal, Strategy, Planning and Communications, WLC) and Mr Daljit Bains (Director of Business Development & Partnerships, WLC) outlined that:
- 3.65 WLC had worked closely with local partners to support the economic recovery in West London. Ealing's Plan for Good Jobs, GLA's Skills Roadmap for London and the national Skills Builders Network (SBN) framework had informed WLA's strategy on reskilling for the recovery.
- 3.66 Many employers in West London including Heathrow Airport and other larger employers used the SBN framework to support individuals into work.
- 3.67 WLC had developed a range of programmes for its learners who were 16+ years. The programmes, aligned to the essential skills of SBN framework, were tailored to individual needs and aimed to equip job seekers with the skills and attributes to find work.
- 3.68 WLC had campuses in the London Boroughs of Ealing, Brent and Hammersmith & Fulham. It worked closely with these boroughs and other key partners offering employment support provision within the borough such as Shaw Trust for getting women into construction, Action West London (AWL) which worked with young black males, Catch-22, WLA, WLB, JCP and Department for Work & Pensions (DWP).
- 3.69 The range of programmes and support for young people included pre-apprenticeships; not in education, employment and training (NEET) programmes; young asylum seekers/refugees programmes; and Youth Hub engagement. The programmes helped young people to gain confidence,

create a CV, acquire interview techniques, work placement to progress into an apprenticeship, education or exposure to work opportunities relevant to their aspirations and long-term sustainable good jobs. Young asylum seekers and their parents were given wraparound support including English for Speakers of Other Languages (ESOL) provision to help them to settle into the country and become part of the local community. 150 young people had been supported through the independent Ealing Green Youth Hub. Catch-22, AWL and JCP worked closely with young people at the Youth Hub. 80% of WLC learners had progressed onto further study or apprenticeships on completion of a programme.

- 3.70 The WLC programmes for adults included working closely with DWP and JCP to align the offer to available job vacancies. WLC worked with specific employers such as Heathrow Airport and Thames Water which had numerous vacancies to co-develop appropriate programmes to meet their needs. The 2-3 week sector based work academies programmes (SWAPs) such as for retail, hospitality, construction and security sectors were designed with employers and guaranteed interviews on completion.
- 3.71 The essential digital skills qualification (EDSQ) was a key component in all WLC's work to help adults to improve their digital skills in accessing online job applications and virtual interviews. WLC's Kickstart Essential Skills programme offered a six-month work placement and employability programmes. 90% of Kickstarters at Thames Water had secured a full-time job with the organisation. The Heathrow Essential Skills programme offered recruitment to varied jobs at the Airport. The new Carbon Literacy programme would offer residents green skills. Multiply, a GLA funded programme which ran alongside ESOL programmes, focused on mathematics and financial literacy skills.
- 3.72 WLC worked closely with Work Ealing on its programmes to target residents. 78% of the 66 Ealing residents who had participated in SWAPs had progressed into jobs or further training with the associated employer. The Women into Construction (WIC) SWAP which had very good success rates of progressing people into secure employment within the construction sector was always oversubscribed. The Career Clinic SWAP which entailed working with National Health Service (NHS) and into jobs within the health sector had an 80% success rate of getting into jobs.
- 3.73 The WIC SWAP was held in Southall, making it accessible due to good transport links. WLC's new Construction Academy and Green Hub in Southall was scheduled to open in March 2023. The venue could be used productively by partners across the borough to ensure that there were no barriers to the aspirations of getting good high skill jobs for Ealing's adult community.
- 3.74 WLC was a member of Ealing Citizens to promote social inclusion and advocacy. All programmes for adults focused on addressing inequalities. For example, the inclusion of mindset and wellbeing to address the impact on people's mental health and wellbeing after the pandemic; digital skills were woven into most programmes; ESOL and Level Up programmes were

tailored to meet the needs of vulnerable asylum seekers of all ages. WLC's wider partners included Care4Calais, Ukrainian London Foundation and the Afghan Community Support. The London Mayor's Construction Academy and Green Skills Hub focused on hard to reach groups and those most impacted by the pandemic. These initiatives ensured that people could re-enter the job market confidently and into sustained employment.

- 3.75 The WLC programmes were co-designed with employers to eradicate any barriers to the basic level entry requirements such as the need for a construction skills certification scheme card and security industry authority licence for their jobs. Jointly with KPMG, Heathrow Airport was presently undertaking a review of its partnership working with others to help inform the pre-employment training and job vacancies. A bespoke Heathrow Essentials programme sought to develop core employability skills such as customer services that were required for all their airport vacancies. A checkable five-year employment history to which potential applicants were subjected was a main deterrent for the Heathrow Airport jobs. Many organisations were lobbying against the employment history checks so that new settlers and people who had been unemployed during the past five-year period could take up these jobs.

Ealing and Hounslow Community Voluntary Service

- 3.76 Mr Iain Elliott (Funding and Group Development Manager, EHCVS) outlined that:
- 3.77 The EHCVS volunteer centre in Ealing matched volunteers with opportunities in the voluntary sector. It was a useful service for people who had been unemployed to get back their confidence through volunteering and helped the community sectors which could not run without volunteers. The Centre provided support to people starting new community groups such as a charity and community interest company. It also offered training and assistance with how to secure funding for projects. Typical volunteers were older women. Three key EHCVS projects were Give Back/Feel Better – Supported Volunteering (GBFB project); Re-Klaim IT Ealing (RITE project) and The Powering Recovery (TPR project).
- 3.78 The GBFB project was a 12-week volunteering placement with mental health support for young people aged 18-25 years, living or studying in Ealing and currently struggling with a mental health problem. In addition to gaining invaluable skills through volunteering, individuals were signposted to local mental health services and informed about Crisis hotlines. The project had been running for several months and organisations such as NWLNHST, MindOut, UWL, MindFood and Mind promoted it to their beneficiaries. EHCVS was surveying its participants to assess the impact of volunteering on their mental health.
- 3.79 The RITE project aimed to tackle digital exclusion by distributing Ealing Council's surplus devices to vulnerable individuals. The project was targeted through current EHCVS database and its uptake was gradually increasing. The eligibility included meeting certain criteria and referral by a charity or non-profit organisation. Participants were expected to complete

four surveys – the first upon receiving the device, then at 30 days, 60 days and 90 days to enable EHCVS to assess outcomes. Presently, 77 devices had been distributed to NHS patients, 19 referrals made and 7 devices successfully distributed to individuals. 10 volunteers trained recipients to use the devices.

- 3.80 The GBFB and RITE projects were relatively new and EHCVS aimed to work with other organisations such as UWL to target more young people who met the criteria. EHCVS welcomed support from Ealing Council to promote the projects through its various communications channels.
- 3.81 EHCVS worked with NHS on the TPR project in providing digital support to five different partnerships – three internal NHS services and two community charities, Mind and Dementia Concern. There were currently over 20 service users with more than 100 interactions between the TPR team and referrals. The project had enabled NHS patients to access appointments and rehabilitation sessions from their home whereas in person appointments may have been cancelled. The TPR and charity teams ran face-to-face digital support workshops for service users of the two charities to help improve their health and wellbeing through digital skills and usage. The positive feedback received for the project had included improved accessibility, home visits by health inclusion team, enabling online shopping and training.

Panel Conclusions

- 3.82 The Panel concluded that the Council should maintain continuous communications with its education sector partners regarding employment matters; lobby the government to relax the five-year employment history checks at Heathrow Airport; organise a combined event for all relevant employment and education partners in providing appropriate information to the borough’s residents; have an employment communications programme advertised regularly through appropriate channels for all employment events, training opportunities and job vacancies on offer; and ensure that Councillors, frontline staff and other appropriate professionals, such as General Practitioners, were kept informed of all employment and training opportunities to refer people to the right place.

No.	Recommendation
R1	Ealing Council should maintain continuous and improved communications with its education sector partners regarding employment matters to provide appropriate support for the borough’s residents in getting them back into work through training.
R2	The Cabinet Portfolio Holder should lobby Heathrow Airport to clarify and relax its five-year employment history checks as this would have direct benefits for local employment.
R3	Ealing Council should organise a combined event for all relevant employment and education partners in providing appropriate information to the borough’s residents and getting them back into work after the challenges of COVID-19 pandemic.
R4	Ealing Council should have an employment communications

No.	Recommendation
	programme that is advertised regularly through appropriate channels for all employment events, training opportunities and job vacancies on offer so that residents could easily find out what was available to them.
R5	Ealing Council should ensure that Councillors, frontline staff and other appropriate professionals, such as General Practitioners, were regularly informed of all employment and training opportunities in the borough to enable referrals to the right place.

THE LOCAL JOBS PROVISION

3.83 The Panel received presentations from Ealing Council officers and two partner organisations, High Speed 2 Ltd (HS2) and OPDC, on bringing new and well-paid jobs back in this borough.

Ealing Council – Delivery of New Local Well Paid Jobs

3.84 The Council's Business Growth & Inward Investment (BG&I) service worked with other internal services and external stakeholders to deliver the Administration's commitment of securing 10,000 new local well-paid jobs.

3.85 The Council's target of 10,000 new local well-paid jobs was split in the ratio 7,000:3,000 between ELS service and BG&I, respectively. Two new posts had been created to support these services in achieving the targets.

3.86 BG&I had scoped the approach, developed relationships internally and externally, and drawn up plans to identify opportunities to help achieve its target. Some of the key stakeholders that BG&I had worked with to engage business networks included EHSTF, West London Chamber of Commerce (WLCC), OPDC, WLB, UWL, WLC and Imperial College & Brunel University (IC&BU).

3.87 The Regeneration service had considered employment space and the physical needs of businesses to enable them to grow. The Sustainability team had considered a range of net zero agenda programmes for suppliers in responding to retrofit and other works. This had offered greater opportunities for local businesses in the construction sector, the second highest cluster of businesses within the borough. In considering food hygiene, the Environmental Health service had assisted businesses to improve operating standards, ratings, join online platforms and promote their offer to the market. The Strategic Property service had considered underused spaces and assets within the Council to accommodate employment space and support start-ups. The Procurement service had reviewed the Council's purchasing practices ensuring that local suppliers were considered first.

3.88 The delivery of the Council's cultural manifesto and action plan was being considered together with the regeneration and jobs agendas. Presently, tourism was more closely linked with the Council's cultural manifesto work. Ealing was well known for being a green place with navigable and walkable pathways. It was recognised that Ealing's rich social history such as music/

film heritage and other characteristics were not widely known outside the borough. The Council was contemplating the infrastructure required to promote Ealing's culture and heritage to attract more visitors. A range of public realm initiatives were being considered as part of the delivery plan for the UKSPF scheme to promote, celebrate and showcase the place. A greater footfall in the area would hugely benefit the local businesses.

- 3.89 EHSTF had considered place-based improvement plans which entailed engaging new business groups and setup of new business associations in different parts of the borough. BG&I had worked closely with EHSTF to support and promote the borough's hospitality, retail and tourism sectors.
- 3.90 BG&I had recently funded a business award through WLCC and actively worked with affordable workspace providers. It had worked with OPDC in the CEZ and supported creative businesses in the Park Royal area. BG&I had worked with WLB on high growth businesses that had recently received Additional Restrictions Grants (ARG).
- 3.91 BG&I had worked closely with UWL in holding a joint event for built environment businesses, WLC's Green Skills Hub regarding green skills, and IC&BU about an innovative proposal for the local economy in Greenford. It had planned further forums for other business sectors in 2023 and would commission a provider to create a platform at the Park Royal CEZ with the potential of making it boroughwide.
- 3.92 In 2022, there had been 19,585 businesses in the borough with a total of 128,000 direct employees. BG&I had engaged with businesses and ELS to identify recruitment needs and matched these with available training or job opportunities.
- 3.93 BG&I had worked with community networks to support business start-ups and nurture entrepreneurship among those furthest from the labour market, targeting local women who were under-represented in this sector. BG&I and ELS had supported entrepreneurs in developing their enterprise ideas at the Start-up School.
- 3.94 BG&I had supported and promoted the Living Wage Employer Mark to local businesses. The Council had committed to have 200 local businesses registered for the accreditation by 2026. Presently, 45 employers had registered with the Foundation to pay their employees the LLW.
- 3.95 Approximately £2M funding from the GLA's UK Shared Prosperity Fund (UKSPF) for business support and advice was due in early 2023. £500,000 was allocated to support new and existing businesses through a series of joint key stakeholder events for accessing market opportunities.
- 3.96 The Council's business growth programmes for 2022-26 to unlock job opportunities included ARG funding to grow businesses; development of the CEZ, UKSPF projects such as artwork, festive lighting, and planting improvements in high streets to promote footfall; and High Street Challenge

Fund projects such as the restoration of a circular economy pop-up shop at W3 Hive on Churchfield Road in Acton.

Ealing Council's Apprenticeship Provision

- 3.97 The Council's apprenticeship scheme had commenced in 2007 and until 2016 was open only to young people. The eligibility was extended to people of all ages in 2017. Presently, 295 apprentices had been recruited to the scheme of which 284 were young people aged 16-24 years and 11 aged 25+ years. The national apprenticeship retention rate in 2021 was 65% whilst Ealing's was 96% of which 95% had progressed into employment, education and training (EET).
- 3.98 The apprenticeship model entailed the participants having to achieve the apprenticeship standard through practical work experience, professional knowledge, behaviours and values required in a professional environment before the end point assessment to demonstrate competence in their role. The apprenticeship standards were available at different stages ranging from Levels 2-7. Level 2 was equivalent to 5 GCSEs; Level 3 equivalent to two A Levels; Level 4 equivalent to a Foundation Degree; Levels 5/6 equivalent to a Degree and Level 7 equivalent to a Postgraduate Degree.
- 3.99 The Council's apprenticeship scheme had been successful due to a range of measures including an apprenticeship team which supported managers to setup, recruit, monitor and manage their apprentices; strong relationships with training providers; pastoral support; a priority recruitment policy; role models of apprentices who became Council employees still in the organisation after 15 years with some recruiting apprentices to their own teams; and the availability of degree apprenticeships such as in planning and surveying.
- 3.100 The pandemic had impacted on working practices. Many managers were unable to offer apprenticeship roles due to the uncertainty and need to work from home. The number of national apprenticeships had declined by 70%. Ealing had employed 30 young people on a Kickstart scheme as part of the government's Plan for Good Jobs programme. In addition to the easing of COVID-19 restrictions and getting accustomed to working from home, the scheme had helped managers to gain confidence in supporting young people with limited work experience. Consequently, four people had started apprenticeships and eight had secured jobs within the Council. 26 Kickstarters had moved into EET. There had been a marked increase in the number of apprenticeships and the Council was on track in recruiting 15 people during the current financial year.
- 3.101 The present national apprentice minimum wage was £4.81 per hour. Ealing Council had always paid well above the minimum level and its model rose incrementally over an apprenticeship period, reflecting an individual's skills and experience. The Council's current training allowance for Level 2 apprentices started at £6.00/hour rising to £9.50/hour (national minimum wage (NMW)) after six months, an annual allowance of £14,105. Levels 3-4 apprentices started at £11.95/hour (LLW), an annual allowance of £21,749.

The Senior Leadership Team was due to review the Council's training allowance model for apprentices in 2023.

- 3.102 The apprenticeship scheme had enabled the Council to address its workforce imbalance in age as most apprentices were aged 16-24 years and create roles with training that had led to positive progressions for most participants.
- 3.103 In its commitment to care leavers, the Council had commenced a pre-apprenticeship Horizons Pathways Programme (HPP) in 2022. HPP would support four cohorts of 15 care leavers on a 5-month programme involving a two-day paid work placement, one day employment support, mentoring and progression support. Trainees were paid up to 15 hours per week at NMW. Previous programmes had achieved a 75% rate into EET outcomes.
- 3.104 The introduction of the apprenticeship levy in 2017 had changed the eligibility to enable people of all ages and qualification levels to undertake an apprenticeship. The Council had created its own corporate programme with 140 staff starting apprenticeships as part of the staff training scheme. This scheme had enabled the Council to train social workers and presently eight people were undertaking social work apprenticeship degrees.
- 3.105 Ealing Council had committed to a levy transfer scheme for local employers, or those with a strong link to the borough, which utilised its unspent apprenticeship levy to pay for apprenticeship training for the employers. The Council had committed to gift £400,000 of levy over four years and presently £66,000 had been gifted for apprenticeships including a teacher, sports coach, horticulture, and early years practitioners.
- 3.106 The Council had recently established an Ealing Apprenticeship Partnership with some apprenticeship training providers. The Council would develop an apprenticeship offer to support residents into good careers and assist businesses to create a highly skilled workforce. This action was anticipated to increase apprenticeship vacancies to help meet the target of creating 2,000 apprenticeships in the borough.

High Speed 2 Ltd

- 3.107 Mr Ambrose Quashie (Skills Manager, HS2) highlighted that:
- 3.108 The role of Skills Manager for London at HS2 was twofold. The first role entailed overseeing the contractual requirements of SCS Railways, its tier one contractor in London for main civils works; contractors Balfour Beatty, Vinci, and Systra – the station construction partners for Old Oak Common; and Euston Station construction partner, Mace and Dragados. The second role was to oversee key stakeholder relationships which included Ealing Council in connecting Ealing residents to the opportunities that the borough's proximity to the HS2 line of route offered.
- 3.109 Skills and employment were one of the seven strategic goals of the HS2 programme that were integral to its delivery, making these a core part of the work. HS2 had significant workforce requirements and its previous year's

data indicated the need for 34,000 people during the peak construction period in building the railway line from London to Manchester. The peak workforce requirement in London was approximately 9,000. Insufficient people to help in the programme delivery was a significant risk. HS2 was keen for a sustainable legacy to demonstrate the programme's benefits by offering opportunities to local communities, disadvantaged people and under-represented groups.

- 3.110 The HS2 Skills, Employment and Education (SEE) Strategy, published in 2018, had four key priorities. The first priority was to ensure the skills to deliver the programme and leave a sustainable skills legacy for the transport infrastructure sector and wider UK economy. The second priority was to create sustainable skills, employment and education opportunities in the HS2 supply chain using procurement levers. This included activities such as employing previously workless individuals; creating work placements to a pathway into paid employment; recruiting apprentices through schools and further education colleges; and undertaking work to upskill the existing workforce. One of these activities had to be delivered per £3M of contract value which meant that lots of activities had to be delivered in the right way by the supply chain for contracts worth billions of pounds. The third priority was working with schools and young people to stimulate interest in science, technology, engineering and mathematics (STEM) subjects to encourage more young people into transport infrastructure related careers. HS2 had delivered workshops, career fairs and employability support such as mock interviews across schools and colleges located along the line of route. It had also attended large-scale events such as Skills London, UK's largest jobs and careers event for 14 -24-year-olds and their families, at ExCeL London in November 2022. The fourth priority was to work in partnership with stakeholders and industry to maximise the economic and regeneration benefits of the HS2 programme locally along the line's route and across UK. Local stakeholders would help to create the right pathways into employment and better representation across its workforce, ensuring that employees could sustain their employment and progress in the workplace.
- 3.111 HS2 aimed to deliver a job brokerage model that showcased vacancies and made it easier for under-represented and disadvantaged groups to access the job opportunities. The model, launched in 2021, had two key components to create pathways into employment at scale for local communities and diverse groups. The first component was a jobs board on the HS2 website for all vacancies across its supply chain. The second component was a network of job brokerage partners, such as local authorities, which had the requisite expertise in creating the pathways.
- 3.112 HS2 interventions in the borough had included participation in local jobs fairs through its partners; STEM workshops in local schools such as at Greenford High School; supporting 11 young people with special educational needs and disability (SEND) from Belvue High School through an 8-week employability project in 2022 with a second project planned for 2023; and conducted competitions in schools for the naming of tunnel-boring machines (TBMs) resulting in two local schools, Dairy Meadow Primary School and Brentside Primary Academy, naming two TBMs –

Sushila and Caroline (after Sushila Hirani, Head of Department and Lead for STEM at Greenford High School and astronaut Caroline Herschel). TBMs were traditionally given female names after Saint Barbara, the patron saint of miners.

- 3.113 Five miles of tunnelling work from West Ruislip through Northolt to Greenpark Way in Greenford, taking approximately 22 months to complete, had commenced in October 2022 using TBM Sushila. TBM Caroline was scheduled to launch shortly from the West Ruislip site to build the second twin-bore tunnel towards London. WLC had delivered training for the HS2 pre-employment programme linked to its tunnelling works. Three of the 11 people presently on these work placements were Ealing residents and HS2 aimed to get them all into apprenticeships or other roles.
- 3.114 HS2 used two key metrics to determine how local people had benefitted from its opportunities. One metric, workless job starts, measured individuals who had secured employment across its programme for at least 26 weeks. The second metric measured apprenticeship starts in which individuals had lasted for at least 12 weeks. In February 2017-September 2022, there had been 96 Ealing workless job starts (11% of Greater London total) and 24 Ealing apprenticeship starts (9% of Greater London total). If the total number of available apprenticeships had been spread equally across London then there would only have been 3% Ealing apprenticeship starts. HS2's focused work in the borough had benefitted residents significantly compared to other London boroughs. HS2 aimed to have at least 7% Ealing apprenticeship starts in future years.
- 3.115 A large-scale construction programme such as HS2 had a broad range of job opportunities including apprenticeships in construction engineering, cyber security, and fraud investigation. HS2 had launched various pathways to help people into these job opportunities such as offering work placements to civil engineering postgraduates from University of East London and ultimately most had secured permanent paid employment on the programme. The paid placements were an excellent opportunity for people to learn more about the whole civil engineering industry before deciding which discipline interested them most for long-term employment.
- 3.116 HS2 had engaged with WLC for several years. It continued to work with WLC at the Green Skills Hub from where training for the tunnelling pre-employment programme had been delivered and WLC's plans for Southall Community College.
- 3.117 The 34,000 jobs for the overall HS2 project were anticipated to peak in 2027-28. The project's phase one, London to Birmingham line of route, was likely to peak around this time as the tunnelling works had just commenced. Presently, there were numerous job opportunities for which HS2 and Ealing Council had been preparing in the past 2-3 years, such as through the tunnelling pre-employment programme, to enable local people to take up the available jobs. The work across the two new stations of Old Oak Common and Euston would accelerate thereafter.

- 3.118 The low take-up of apprenticeships was a multi-faceted issue. Since Brexit, there had been a severe skills shortage in the construction industry and the take-up of construction apprenticeships had remained low despite HS2 paying a higher LLW to its apprentices. Many people deemed the construction industry less attractive due to safety and cleanliness concerns despite the vast range of different job opportunities that it offered. This perception was often held by young people, parents, carers and influencers. Many parents aspired for their children to go to a university despite the high costs and considered all other routes to a qualification as inferior even though a Level 7 apprenticeship was equivalent to a master's degree and fully paid for by the employer. Some employers had used their apprenticeship levy to retrain existing staff to create apprenticeships. Many young people did not want to attend college so preferred to go straight into a job. Some parents on state benefits were reluctant for young people to start apprenticeships because of the financial impact. HS2 provided sufficient information to young people and their parents to enable them to make informed decisions about the options. The low take-up of apprenticeships in London was evident across several sectors because it had a higher dependency on European Union migrant labour. The rising levels of economic inactivity since the pandemic had impacted on take-up of apprenticeships. The poor quality of job applications, non-attendance at interviews and inadequate interview skills were also significant problems. It was vital to raise greater awareness among young people, their families, and teachers of the good job opportunities that construction could offer as part of the built environment.
- 3.119 Presently, HS2 engaged with young people and their parents during the visits to high schools regarding job opportunities. As HS2 was a 30-year project, OPDC would consider visiting primary schools to raise awareness about the opportunities to encourage young people and their families to decide at a much earlier stage of available options. The Forge Manager would highlight the merits of apprenticeships at the Acton Bid in January 2023. Work Ealing would also promote apprenticeships and guidance on STEM subjects to schools much earlier before young people selected their GCSE subjects. It was important to ensure that young people had a linear progression from education to employment. Some apprenticeships sectors, such as construction, required rebranding to attract more young people.

Old Oak and Park Royal Development Corporation

- 3.120 Mr William Seago (Manager, The Forge@Park Royal, OPDC) outlined that:
- 3.121 The Forge, part of OPDC, was based in Park Royal. It was a collaborative business support, recruitment and up-skilling service launched in August 2020. The service was funded (£255,200) through the HS2 business and local economy fund (BLEF) programme and OPDC match funding.
- 3.122 OPDC was a Mayoral Development Corporation, established by the Mayor of London to secure the regeneration of the Old Oak Opportunity area, spanning land in three London boroughs – Ealing, Brent and Hammersmith & Fulham. The area included Park Royal industrial estate, the Old Oak development area around the new HS2 Old Oak Common Station and

protected land at Wormwood Scrubs. OPDC's Local Plan, adopted recently, set out the development framework area. Plans for Old Oak West on land surrounding Old Oak Common Station, Willesden Junction and North Acton were being developed to create an urban district.

- 3.123 The Forge was a delivery partnership between OPDC, the three London boroughs, DWP, Shaw Trust and WLC. It worked closely with HS2 and its contractors.
- 3.124 The Forge Manager led a team of one apprentice and three full time recruitment and business advisers. The Forge team supported businesses in Park Royal and the three boroughs, connecting them with a local talent pool of jobseekers. The staffing positions had been match-funded until June 2024 by the three boroughs. Ealing's Employment and Apprenticeships Manager sat on The Forge's delivery board that met quarterly. All vacancies were posted on The Forge online portal and across its networks. The Forge promoted the vacancies and assisted residents to compete for the listed jobs. The Forge team also delivered outreach services and events in JCP and the local community.
- 3.125 Park Royal was London's largest industrial estate spanning the three boroughs of Ealing (40%), Brent (40%) and Hammersmith & Fulham (20%). OPDC was its Local Planning Authority located in Brent. The area had a strange mix of commercial premises and housing. The commercial sectors included food and drink manufacturers, garage and motor repair, public services, retail, restaurants, hotels, wholesale, warehousing and logistics. There were 1,700 businesses located in Park Royal, mainly small and medium enterprises (SMEs) employing less than 500 people but most were microbusinesses employing less than 10 people. Approximately 800 of these businesses were in Ealing. About 40,000 people were employed at the industrial estate and 4,000 people lived there. It hosted 250 creative businesses which included film studios and makeup provision. The Forge and Ealing Council were jointly working on the funding bid for Acton CEZ.
- 3.126 The Forge had engaged with 234 employers, mainly in Park Royal, since August 2022 and 124 had used the services. 424 vacancies had been advertised over this period of which 164 had been filled with 87 candidates still in employment after six months. 755 residents had registered on The Forge online portal which had 30 employment vacancies presently.
- 3.127 The Ealing outcomes had included 90 Ealing employer registrations and 36 had used The Forge services. 87 Ealing vacancies had been advertised on the portal. 307 Ealing residents had registered with The Forge. 71 of the 165 vacancies advertised had been filled by Ealing residents and 35 were still in employment after six months. There had been 11 live Ealing vacancies presently, mostly in the food manufacturing sector.
- 3.128 The Forge's plans for 2023 included funding a creative careers fair with CEZ and Ealing Council at the Acton CEZ; organising an HS2/construction careers fair at OPDC site in Brent; jointly with TfL commission a new programme of business support for Park Royal SMEs; commission a

Change Foundation Street Elite (CFSE) programme for 15 gang members across the three boroughs through HS2 and its contractors. CFSE was a multi-award-winning training for work programme that used sport and intensive mentoring to support young people impacted by crime, violence and inequality into secure EET opportunities – Berkeley Group provided work opportunities for people completing the CFSE programme presently; referring suitable Park Royal businesses to GLA’s Better Futures programme for businesses that delivered clean technology and solar panel support funded by OPDC; and continued mainstream recruitment and outreach delivery.

- 3.129 The Forge was liaising with Systra, a major landowner in Park Royal, regarding the solar panel support scheme. Many high energy usage businesses such as the food sector were keen to install solar panels due to the rising energy costs but buildings with asbestos roofs were deemed unsuitable. Councillors would be sent details of the scheme which they could share with others.
- 3.130 The Forge worked closely with the Council’s Work Ealing service to identify what could be done to get more Ealing residents into the job vacancies. Some of the problems in filling the vacancies included low quality CVs received through DWP. The Forge had tackled this issue by referring people into the national career service for support. The Forge team had also worked with recruiting employers to screen and match individuals to vacancies. The team worked closely with job brokerages of all three boroughs and had helped individuals to improve their CVs to secure job interviews and suitable employment.

Panel Conclusions

- 3.131 The Panel concluded that much good work was being done across the borough by Council services and various partner organisations in creating employment opportunities but more needed to be done for local people by raising early awareness of schemes and providing appropriate support to increase the creation and take-up of apprenticeships and job vacancies.

No.	Recommendation
R6	Councillors should be provided details of the solar panel support scheme so that they could inform constituents about the offer.
R7	Ealing Council should actively encourage the borough’s schools to promote apprenticeships more including at primary level.
R8	Ealing Council should promote the borough’s rich heritage to attract more tourism and the creation of additional associated jobs in this area for local people.

SUPPORTING SMALL AND LOCAL BUSINESSES

- 3.132 The Panel received presentations from Ealing Council officers and four partner organisations – Loom Projects/Park Royal Design District (PRDD); West London Business (WLB); Your Acton Business Improvement District (BID); and University of West London, on the support provided to small and local businesses to recover from the COVID-19 pandemic and unlocking good job creation opportunities in this borough.
- Ealing Council**
- 3.133 The Council's Economic Growth service included the Business Growth & Inward Investment team, Regeneration team and Skills & Employment team. The service had worked closely with a vast array of small and local businesses across the borough's high streets and commercial areas over the past few years in helping them to recover from the pandemic and thrive. The service had a strategic responsibility to deliver the Council Plan target of 10,000 new jobs for the borough's residents by 2026.
- 3.134 Ealing had 19,585 businesses employing 127,000 people. 93.1% (compared to London average of 90.9% and England average of 89.8%) of these businesses were classed as micro businesses employing less than 10 people, indicating that it was a very entrepreneurial borough. The largest business sectors were retail & wholesale (17%); professional scientific & technical (15%); construction (13%); and information & communication (10%). The business sectors with the highest number of jobs were retail and wholesale (19%); business administration and support (10%); health (10%), manufacturing (9%) and education (9%). The sectors most impacted by the pandemic and cost of living included retail; hospitality; wholesale; manufacturing, particularly food production for the aviation industry; creative arts; and aviation.
- 3.135 Some challenges facing businesses included reduced profits due to low footfall in high streets from hybrid working patterns, resulting in under-occupied offices and impacting on the night time economy; market changes from Brexit leading to more paperwork, demand on storage space for inventory, supply chain delays and disruption, longer lead times for the delivery of parts and materials; the war in Ukraine impacting on the availability of goods such as some metals and food; significant increases in overhead expenditure from high inflation and energy costs; affordable work spaces; recruitment and retention difficulties with people leaving jobs due to low wages and rising cost of living; skills shortages at mid-skill level employment roles; and greater competition in recruiting highly skilled staff.
- 3.136 The Economic Growth service had worked jointly with other internal services such as procurement, sustainability & climate action, arts & culture, strategic asset management and customer services; and external partners such as UWL, WLC, WLB, Heathrow Airport, Imperial College, Brunel University, developers, employers and West London Chambers of Commerce to help local businesses in tackling some of their complex and varied challenges.
- 3.137 EHSTF ensured that the borough's high streets could reopen in a safe COVID-19 compliant way, aided by £300,000 government funding secured

through Reopening the High Streets Safely fund. As COVID-19 restrictions relaxed further, EHSTF successfully obtained additional funding through the Welcome Back fund and had been delivering numerous projects to help improve high streets across the borough. It encouraged people to support local businesses through a “Love Local” campaign. EHSTF collaborated with the Police and the Council's Community Safety team to tackle crime and antisocial behaviour in the borough's high streets, ensuring that people felt safe when working in or visiting these locations.

- 3.138 To mitigate the impact of the pandemic on businesses in 2021-22, the Council had distributed £2.7M of Additional Restrictions Grant (ARG) of under £25,000 to over 260 businesses through its business support programme. The programme included advising 430 small and local businesses to adapt to a new trading environment; distribution of £2.2M to 146 businesses linked to the aviation industry; and £500,000 assigned to 115 creative and cultural businesses/organisations. The Council had also awarded £1.18M Pioneer Grants to 12 businesses in various sectors that had the potential of high growth and creation of 278 jobs. Three businesses were within the food and drink sector, three within technology sector, five within creative and innovation sector, and one in environmental sector. BG&I officers regularly reviewed the progress of the 12 businesses and offered additional support accordingly.
- 3.139 Ealing Council had received £2.08M from the UK Shared Prosperity Fund (UKSPF) through GLA which had to be utilised by March 2025. Ealing's UKSPF programme included working with various partners such as UWL's Media School on projects that would continue local business recovery on the borough's high streets; provision of ongoing advice and support to business sectors through forums, start-up enterprise support for women, recruitment of a Food Hygiene Support Officer to help businesses to improve their food hygiene ratings, developing 'How to Guides' for businesses within the retail and hospitality sectors, and boroughwide events for place promotion to link with delivery of the Council's cultural manifesto.
- 3.140 There were business growth opportunities in many sectors, particularly within retail and hospitality; wholesale, logistics and manufacturing; and built environment including construction. The innovation and Net Zero agenda impacted all business sectors. The Net Zero commitments were driving demand for carbon saving measures such as phasing out of gas boilers from 2025 and only new green vehicles from 2030.
- 3.141 The Acton & Park Royal CEZ raised visibility of creative businesses within the traditional food production and manufacturing sectors in Park Royal. The creative businesses were mainly micro businesses and small startups with potential for growth. The CEZ was developing further relationships with the wider community such as W3 Hive circular economy project in Acton. The CEZ Hub would be launched formally during the London Craft Week (LCW) in May 2023.
- 3.142 Ealing Council had raised criminal and antisocial behaviour issues affecting businesses during the BID board meetings and dialogue with the Police.

The businesses were actively encouraged to report all incidents as evidence in getting the required level of policing for the area. The Council's Community Safety Team had conducted surveys in the previous year to identify safety issues and action required to make places safer. EHSTF was engaged in a range of discussions to encourage more active policing on the borough's high streets. The Council's CCTV team could assist by sharing coverage of incidents to help identify criminals and support the prosecution process.

- 3.143 There was presently a small cluster of businesses in the borough that installed a range of different zero carbon measures such as solar panels and air source heat pumps. Businesses had asked for support to access contract opportunities to support their sector. Ealing Council was keen to encourage growth in this area and was exploring how these businesses could be helped to acquire the necessary accreditations to compete for zero carbon initiative contracts. The Council could help the businesses to access more customers wanting to install carbon saving measures including government grants for qualifying households. The Council could list on its website the companies in the borough that were accredited to provide zero carbon goods, works and services.
- 3.144 Some manufacturing, production and construction businesses in Park Royal had difficulty recruiting due to the location and perception of the sectors. The Council's BGII and Skills & Employment teams had recently met with Park Royal Business Group (PRBG) to discuss this issue and would be launching recruitment campaigns to attract quality applicants to work in the very innovative forward-looking businesses at the industrial estate. Presently, only 400 out of 19,585 businesses in the borough offered work experience placements so it was important to urge more businesses to take up this opportunity. The Council would advise businesses about age neutral work placements that might encourage young people who were growing up and studying in the borough to take up local jobs. There had been a recent influx of former Hong Kong residents settling in the borough. The BGII team was liaising with the Community Management team to broker opportunities for volunteering and local jobs to help them and other new arrivals to integrate and continue to live here. The Council would also seek to promote local job vacancies, Ealing's culture and lobby the government for an extension to graduate visas.
- 3.145 BGII officers had recently met with 11 of the 12 EPG recipients to assess progress in their business plans and offer any follow-up support. Some recipients had sought additional help with their marketing and sales plans including exports. WLB regularly monitored the job outcomes and other target commitments related to the funding. All 12 recipients had committed to register with the Real Living Wage Foundation which assisted the Council's wage improvement campaign. One recipient was located into UWL's West London Food Innovation Centre through the Enterprise Hub so that an expanding business no longer had to operate from home.
- 3.146 Ealing Council had integrated into its UKSPF delivery plans some opportunities for students at UWL to gain live experience to support their

learning and development. For example, the media school agreement included the creation of social media content and videography during the development of business design proposals and implementation of improvements on the High Street. BGII would liaise with UWL and WLC College about linking their other faculties with relevant local businesses in providing work experience to their students. Ealing Council was one of the biggest employers in the borough but it could do more to provide work placements for graduates.

Loom Projects and Park Royal Design District

- 3.147 Grace Williams (Director, Loom Projects and Programme Director, PRDD) highlighted the work of PRDD:
- 3.148 Loom Projects supported and delivered creative projects across North West London which included the PRDD project. PRDD was a non-profit organisation led by some artists, designers, studio owners and other stakeholders based in or around Park Royal. It was funded through a CEZ grant and its mission was to support, promote and celebrate the growing community of designers, artists and makers in Park Royal through an inclusive programme of public events, networking and projects. PRDD aimed to raise the profile and boost economic resilience of Park Royal's makers and small creative businesses; and better connect the surrounding residential communities with the hidden cultural offers of Park Royal.
- 3.149 Park Royal was well known for its industry, food production and manufacturing sectors but more artist studios and creative businesses had recently moved into the area. Several old industrial warehouses had been converted into artist studios. About 300 individual creatives and many larger creative companies such as film production, music studios and photographers were presently based in Park Royal.
- 3.150 PRDD's online platform included a website featuring a directory of different makers which included individual portfolio pages showcasing their work through interactive galleries. It was developing an interactive map that would be searchable by the business name or type of work and sought to expand its reach of artist listings to cover other parts of the borough. An events calendar featured a 'what's on' guide for local events such as exhibitions, events, film screenings, product launches, studio social events and workshops. A series of short films commissioned by a local filmmaker related the stories of different businesses.
- 3.151 Events for LCW included a two-day festival featuring about 40 local businesses in a central marketplace. It would explore the intersection of future technology and traditional crafts through exhibitions, workshops, demonstrations and guided walks in the neighbourhood.
- 3.152 PRDD had participated in the London Design Festival (LDF) for the last two years which had enabled involvement in a wider range of activities to celebrate the rich diversity of design and talent in Park Royal. Many new local projects had resulted from exposure at the LDF and this year's event was scheduled for 16-24 September 2023.

- 3.153 PRDD's other year-round programmes included talks, films, public realm improvements, supper clubs, product launches and music events. The new Re-Made project in Park Royal was a material exchange hub that connected artists and makers with waste and surplus materials from local industries such as film studios. PRDD had raised £35,000 from crowdfunding through Space Hive to employ someone to run this hub. Many local creatives had also developed innovative solutions using waste materials from the streets and skips of Park Royal.
- 3.154 Excelsior Studios planned to create an Open Access Workshop in their new building. The project would provide affordable and accessible shared workbenches and tools to members of the space. Concessions were available for students, low-income individuals, unemployed and retired people. Local artists and makers would be encouraged to share their skills through workshops and seminars for use of the facilities. Local schools and universities would be encouraged to participate in the project, enabling a hobby to become a business idea.
- 3.155 PRDD had recently started a Park Royal's Women's Group in direct response to women from the creative sector and small businesses feeling unsafe in the area due to lack of street lights and presence of other people. Many women took cabs home after events due to non-existent safe routes in the industrial estate. The group had met several times and PRDD aimed to do a proper launch to reach more women in the area. Safety was critical for the success of the increasing cultural offer and events in Park Royal.

West London Business

- 3.156 Andrew Dakers (Chief Executive, WLB) highlighted the work of WLB:
- 3.157 WLB had been established nearly 30 years ago as a non-project company limited by guarantee. Its members worked collaboratively to maintain its global economic competitiveness and catalyse action for people. The organisational brand was co-developed with West London Alliance (WLA) and used by both organisations to promote West London.
- 3.158 WLB's offer to smaller businesses ranged from insight and analysis of the West London landscape; light touch business support through a varied annual events programme enabling networking, navigating current financial support and delivery of the Better Futures+ programme for the Mayor of London, enabling small and medium enterprises (SMEs) to plan their transition to the Net Zero targets.
- 3.159 WLB hosted PRBG that was established in 2014. PRBG's operational challenges included antisocial behaviour, security, and developing the local supply chain of businesses. WLB had been instrumental in acquiring a super-fast broadband investment across Park Royal industrial estate and was working on the energy supply challenges restricting the Park Royal and wider West London's economic growth. WLB had several cross-cutting programmes through which it signposted businesses to incubators, accelerators, knowledge transfer partnership opportunities with local

universities and a new London West Innovation Network (LWIN) pathway. The Screen Capital West (SCW) programme supported inward investment for the screen and film sector across North West London, a rapidly grown sector.

- 3.160 The recently celebrated 10th WLB Awards that exposed micros businesses and SMEs to very large enterprises would be relaunched in 2024.
- 3.161 WLB had acted as a managing agent for the delivery of the Council's Ealing Pioneers' Fund programme, enabling 12 out of approximately 70 businesses to successfully access the available funding. One business, VMI, had attended COP26 and was recognised as one of two leading UK companies for its pioneering work on Net Zero. Focal Sun, another successful business, had maximised efficiency of solar and wind inputs to produce green hydrogen.
- 3.162 WLB sought to take fast growth businesses through the foreign network pathway. It had worked in partnership with further education colleges and higher education institutions in supporting about 150 businesses to develop their innovation, culture and capabilities.
- 3.163 WLB had secured additional funding for the Better Futures+ programme through the UKSPF that would sustain the programme for another two years. The programme had enabled WLB to assist businesses in accessing free climate essentials to measure their carbon baseline and develop a carbon reduction plan with particular focus on energy crisis.
- 3.164 WLB had developed a beneficial loans toolkit for employers to help provide loans through their payroll for staff, protecting them from loan sharks.
- 3.165 WLB was a local organisation with a global outlook. It partnered the Institute of Corporate Responsibility and Sustainability. WLB was a signatory to the United Nations Global Compact and had attained an observer organisation status at the UN Climate Change Conference UK 2021. It planned to send a delegation to COP28 later this year.
- 3.166 WLB's dealings with PRBG had highlighted increased crime and antisocial behaviour across the estate in recent years. WLB had found it harder to engage with the local police and would closely observe the new Police Commissioner's commitment to get more grassroot policing in industrial estates, residential areas and high streets.
- 3.167 WLB's survey had revealed that North West London (NWL) had a long way to go in building a zero carbon supply chain capacity. The three main factors in attracting established and growing businesses to an area were A-grade office space (which NWL, other than White City, lacked), permeable higher education institutions (which NWL had in UWL, Brunel University and Imperial College), and a good cultural offer which Ealing also had in place. In addition to existing UKSPF programmes such as Better Futures+, Imperial College and WLB were delivering the Sustainable Ventures programme that aimed to use commercial innovations to tackle climate

change. The programme supported early stage highly promising climate tech SMEs which often lack the skills, networks and confidence to bring their ideas to market or grow them quickly. WLB and UWL worked closely with Heathrow Airport on its Heathrow Lift Off programme which enabled innovative start-up growth businesses in West London to plug into the airport ecosystem supply chain.

- 3.168 Local businesses were presently struggling to recruit staff so it was important for them to tap into the job fairs arranged by universities and colleges to attract their learners/leavers for vacant positions. WLB promoted the job fairs to its members. WLB had recently recruited two international graduate students who were granted two-year visas. It was important for local businesses and Ealing Council to lobby central government to extend graduate visas for longer periods to enable West London's economy to be built on a global pool of talent.
- 3.169 WLB had experienced that with more people working remotely there was less capacity to host workplace visits and extended work placements. It encouraged its members to maximise the time that graduates and airline managers spent in the office environment to help progress their development.

Your Acton BID

- 3.170 Natasha Patel (Your Acton BID Manager) highlighted her organisation's work:
- 3.171 A BID was a defined geographical area in which the local businesses had voted to invest together to improve their environment. Businesses within the defined BID boundary paid a levy charge that was calculated as a percentage of the rateable value for their business premises. The collected levy was reinvested in the area to support services for its members including special projects and events.
- 3.172 Your Acton BID was established in 2018 and the businesses had recently voted for it to continue for another five years from 2023-2028. The BID worked to deliver a new mandate for the 600 businesses within its boundary. The Acton BID area included South Acton industrial estate, Acton Park industrial estate, The Vale industrial estate, and independent businesses along Acton High Street, Churchville Road and Oxford Road.
- 3.173 Some projects delivered by the Acton BID had included new Christmas lights; flower baskets and planters; branded bins in the town centre; CCTV cameras in South Acton industrial estate that were monitored by Ealing Council's CCTV team; a second screen for Act One cinema; way finding maps for Acton Town Centre; creation of more green spaces; additional deep cleans for the town centre; rebuilding big businesses during the COVID-19 pandemic; offering free pest control to SMEs; discounted rates on waste management; providing free training courses such as emergency first, health and safety and level two food hygiene; free broker services to help businesses find alternative utility providers; hiring a private security company, My Local Bobby (MLB), to provide additional support for

businesses to combat antisocial behaviour and retail crime; issuing free security radios to businesses for increased communications and crime prevention; liaison with the Council's Regeneration Team to help promote industrial establishments; and working with various High Speed 2 partners in the nearby areas.

- 3.174 Your Acton BID had found that businesses often did not report crime due to the low cost of items stolen. Hence, the BID had enlisted MLB to work in Acton Town Centre for four days a week. MLB worked closely with Metropolitan Police and Ealing Council's CCTV and Community Safety teams. Educating businesses to report crimes, provide evidence and attend law court proceedings were a major challenge in Acton Town Centre. Retail staff were reluctant to act against criminals for fear of reprisal and not paid by their employer to attend law courts. There had been a significant reduction in antisocial behaviour in parts of Acton since the introduction of MLB within the area.
- 3.175 Your Acton BID planned to create a welcome pack for small and new businesses in Acton that would include all the projects and services delivered to big businesses. The BID officers visited new occupants to ensure that they were up to date with all requirements such as a waste contract, pest control and helped with any Council communications. The small businesses within Acton Town Centre recognised the benefits of a BID and appreciated the support provision. WLB's Beneficial Loans Toolkit for Employers was recommended as a useful resource to local businesses.

University of West London

- 3.176 Stephen Fry (Executive Director, Westmont Enterprise Hub, UWL) highlighted the work of UWL:
- 3.177 UWL was a good partnership and career university. It focused specifically on ensuring that the graduates were work-ready and went into jobs with clarity. Its student surveys suggested a high rate of satisfaction.
- 3.178 Entrepreneurship was at the foundation of every career. It meant having the ability to take risks, be happy and secure in taking risks, knowing that an individual had the competence and knowledge to risk, and the assurance of own success. UWL built these fundamentals into the students as they graduated from their studies.
- 3.179 UWL's research focused on emerging technologies, disciplines and sciences. It assisted local businesses in these three emerging areas. UWL's venture making model was an early stage think through process that was central to the Hub's activities.
- 3.180 The Hub was established in 2018 with philanthropic gift and had gone live in 2019. This had enabled it to help start-ups pivot to a post COVID-19 environment.
- 3.181 The Hub had worked with Ealing and other sub-regional businesses to develop and grow their ideas into commercial realities, managing to get two

companies (one was now valued at £32M) to market during lockdown and presently incubating eight start-ups. It had 200 members across West London who were mostly located within Ealing.

- 3.182 The Hub was due to work with Ealing Council in delivering a women entrepreneurs initiative using its venture making as a core tool for assisting ideas. It aimed to get 50 women through the programme and 10 start-up businesses operating in 12 months. UWL was in the centre of a talent-rich community so it sought to understand and bring this talent into the university through its skills and knowledge transfer. It worked with investors to ensure that companies leaving the Hub were properly funded through best possible deals. Funding was being arranged for three Ealing incubating start-ups before their graduation and going live to market with venture capital investment.
- 3.183 The Hub's biggest challenge was encouraging some reticent micro businesses to come out of their homes and working with them face to face in the real world. The Hub was willing to collaborate with Ealing Council in getting such businesses to work with and learn from other experienced businesses across the borough.
- 3.184 The Hub was keen to work with the Council to ensure that Ealing businesses received the best of what UWL had to offer.
- 3.185 UWL could work with Ealing Council to consider why some young people were disenfranchised and apply its venture making programme for young people in schools that were on the verge of entering a criminal life. The programme would give such young people a sense of purpose in becoming entrepreneurs, running a business and seeing the other side of their past actions.
- 3.186 UWL was a career university and the biggest recruiters of its graduates were small and medium enterprises which had been hardest hit by the pandemic. UWL would ensure that the degrees were converted into jobs and assist its learners to grow and become employer-ready on graduation.
- 3.187 Sustainability was at the heart of UWL's ideation development so the Hub ensured that all the United Nations' 17 Sustainable Development Goals (SDGs) were built into a business start-up idea. SDG 13 was climate action. The start-ups needed to adopt the SDGs and understand what they had to do as compliant and valuable businesses of the community. A good business ought to have a social view of its position within the communities that it worked in and served. The start-ups also had to understand how to exploit the SDGs into market actions in finding opportunities for their products and services quickly and easily.

Panel Conclusions

3.188 The Panel concluded that:

- Despite all the good work that was being done across the borough by Council services and its partners in supporting small and local businesses to recover from the pandemic and unlocking good job creation opportunities more needed to be done for continuous prosperity of all business sectors and residents.
- The Council's Youth Justice Service needed to liaise with UWL's Westmont Enterprise Hub to develop a scheme to divert young people at risk of coming to the attention of the criminal justice system into entrepreneurship.
- Ealing Police needed to work with the BIDs to formulate a strategy for dealing with crime and antisocial behaviour in the borough's town centres. This would encourage more businesses to report crime and engage in any associated prosecution processes, making it safe and pleasant for people working in or visiting the town centres.
- The Council ought to provide information on its website about how businesses could come together to form a BID in town centres, such as Southall and Northolt, that currently did not have one.
- As part of its Violence Against Women and Girls initiative, the Council ought to proactively review safety measures, such as street lighting and accessible public transport, in the borough's industrial estates to ensure that women and girls could visit and work in these places safely at all times.
- The Council needed to list the borough's companies that were accredited to provide zero carbon services such as heat pump installation on its website to encourage more local businesses to attain this accreditation.
- The Council needed to publicise the services available for local businesses on its website including additional beneficial information and links to appropriate associations to enable businesses to access these services readily.
- The Council needed to encourage more businesses in the borough to participate in visitor visits to showcase their premises to potential employees and offer work experience placements for local people of all ages. This would help residents to take up local employment opportunities.

No.	Recommendation
R9	Ealing Council's Youth Justice Service should liaise with University of West London's Westmont Enterprise Hub to develop a scheme to divert young people at risk of coming to the attention of the criminal justice system into entrepreneurship.
R10	Ealing Police should work with the local Business Improvement Districts to formulate a strategy for dealing with crime and antisocial behaviour in the borough's town centres. This would encourage more businesses to report crime and engage in any associated prosecution processes, making it safe and pleasant for people working in or visiting the town centres.
R11	Ealing Council should provide information on its website about how businesses could come together to form a Business Improvement District in town centres that currently did not have one.
R12	Ealing Council's Violence Against Women and Girls initiative should proactively review safety measures in the borough's industrial estates to ensure that women and girls could visit and work in these places safely at all times.
R13	Ealing Council should list the borough's companies that were accredited to provide zero carbon services on its website to encourage more local businesses to attain this accreditation.
R14	Ealing Council should publicise the services available for local businesses on its website including additional beneficial information and links to appropriate associations to enable businesses to access these services readily.
R15	Ealing Council should encourage more businesses in the borough to participate in visitor visits to showcase their premises to potential employees and offer work experience placements for local people of all ages. This would help residents to take up local employment opportunities.

4.0 **MEMBERSHIP AND ATTENDANCE**

4.1 The tables below show the Panel membership and attendance at meetings and site visits.

Membership and Attendance at Panel Meetings

Name	Total Possible	Actual Attendance	Apologies Received
<u>Councillors</u>			
Cllr Jon Ball (Chair)	4	4	-
Cllr Praveen Anand (Vice Chair)	4	4	-
Cllr Kamaljit Dhindsa	4	4	-
Cllr Monica Hamidi	4	4	-
Cllr John Martin	4	4	-
Cllr Kim Nagpal	4	2	-
Cllr Charan Sharma	4	4	-
Cllr Tarept Sidhu	4	4	-
Cllr Anthony Young	4	3	1
<u>Co-optees</u>			
Mr Denver Dias (Chartered Accountant, Williams Chartered Accountants, Park Royal)	3	2	1
Ms Roop Kaur (Founder, King Street Shopkeepers Forum, Southall)	3	3	-
<u>Substitutes and Other Councillors</u>			
<u>Meeting 1:</u>			
- Cllr Shital Manro (Cabinet Member for Good Growth)			
<u>Meeting 2:</u>			
- Cllr Fabio Conti substituted for Cllr Anthony Young			

External Witnesses

- Mr John Charlton (Head of Knowledge Exchange and Business Engagement, University of West London)
- Mr David Warnes (Deputy Principal, Strategy, Planning and Communications, West London College)
- Mr Daljit Bains (Director of Business Development and Partnerships, West London College)
- Mr Iain Elliott (Funding and Group Development Manager, Ealing and Hounslow Community Voluntary Service)
- Mr Ambrose Quashie (Skills Manager, High Speed 2 Ltd)
- Mr William Seago (Manager, The Forge@Park Royal, Old Oak and Park Royal Development Corporation)
- Ms Grace Williams (Director, Loom Projects and Programme Director, Park Royal Design District)
- Mr Andrew Dakers (Chief Executive, West London Business)
- Ms Natasha Patel (Your Acton BID Manager)
- Mr Stephen Fry (Executive Director, Westmont Enterprise Hub, University of West London)

Service Officers

- Connor McDonagh (Assistant Director of Economic Growth)
- Angela McKeever (Assistant Director of Employment, Learning and Skills)
- Cristi Gonzalez (Learn Ealing Manager)
- Diana Skwarczowska (Partnerships and Performance Officer)
- Una Crotty-Joyce (Curriculum & Quality Manager)
- Ljiljana Colak (Curriculum & Quality Manager)
- Fiona Crehan (Interim Head of Business Growth and Investment)
- Naseem Kauser (Employment and Apprenticeships Manager)
- Vanita Nicholls (Apprenticeships Programme Manager)

Attendance at Site Visits

Site Visited		Member Attendance
1.	<p>Youth Hub Ealing Green College 3.00pm-4.00pm Thursday 22 September 2022</p>	<ul style="list-style-type: none"> - Cllr Praveen Anand (Vice Chair) - Cllr Kamaljit Dhindsa - Cllr Monica Hamidi - Cllr John Martin - Cllr Anthony Young - Ms Roop Kaur (Co-optee)
2.	<p>Winter Jobs Fair University of West London 10.00am-11.00am Wednesday 30 November 2022 <i>(This was a joint site visit with Scrutiny Panel 1 – Tackling the Cost of Living Crisis)</i></p>	<ul style="list-style-type: none"> - Cllr Jon Ball (Chair) - Cllr Praveen Anand (Vice Chair)
3.	<p>Various Local Business Premises:</p> <ul style="list-style-type: none"> - Excelsior Studios Park Royal Industrial Estate, North Acton - Acton Market Square - Charmy's Newsagent Acton High Street - International House refurbishment Ealing Broadway Shopping Centre - The Fox Inn Green Lane, Hanwell - Greenford Quay development Greenford - Aria's Coffee Shop King Street, Southall - Chana Chemist South Road, Southall 	<ul style="list-style-type: none"> - Cllr Jon Ball (Chair) - Cllr Praveen Anand (Vice Chair) - Cllr John Martin - Cllr Charan Sharma - Cllr Anthony Young - Ms Roop Kaur (Co-optee)

Youth Hub, Ealing Green College



Winter Jobs Fair, University of West London



Excelsior Studios, Park Royal Industrial Estate, North Acton



Acton Market Square, Town Centre



Charmy's Newsagent, Acton



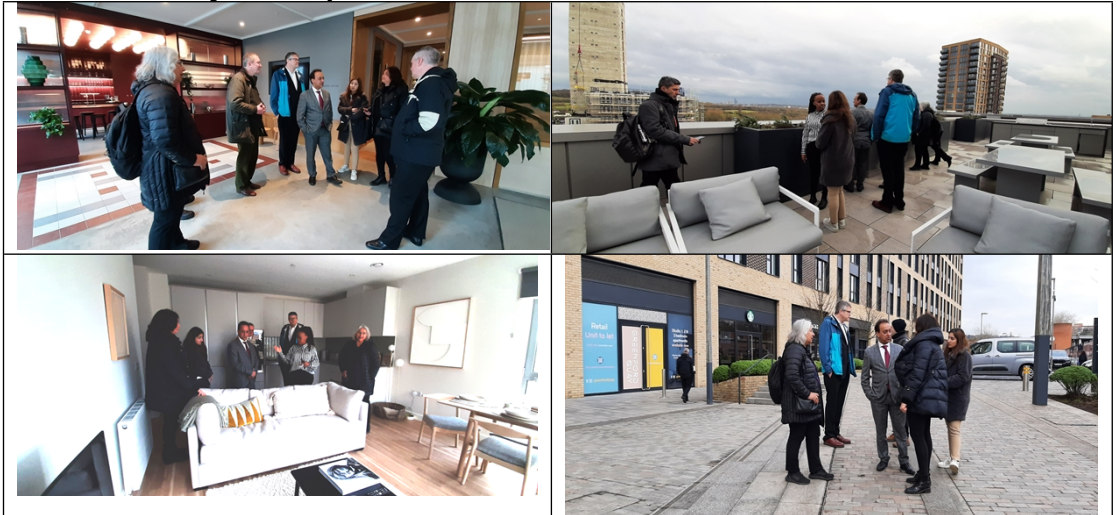
Ealing Broadway Centre – International House refurbishment



The Fox Inn, Hanwell



Greenford Quay development



Aria's Coffee Shop, Southall



Chana Chemist, Southall



5.0 BACKGROUND INFORMATION

5.1 Useful Papers

Ealing Council's Constitution, available at [Council constitution | Council constitution | Ealing Council](#)

Scrutiny Panel 2 – 2022/2023: Recovery from the Pandemic – Work Programme, Agendas, Minutes and Reports available at [Committee details - Scrutiny Panel 2 - 2022/23: Recovery from the Pandemic \(moderngov.co.uk\)](#).

Overview and Scrutiny Committee – Work Programme, Agendas, Minutes and Reports available at [Committee details - Overview and Scrutiny Committee \(moderngov.co.uk\)](#).

Current agendas and reports are available at [Committees \(moderngov.co.uk\)](#).

5.2 Useful Websites

Ealing Council – www.ealing.gov.uk

Centre for Governance and Scrutiny – [Home - Centre for Governance and Scrutiny \(cfgs.org.uk\)](#)

Government Services and Information – www.gov.uk

Greater London Authority – [Home page \(london.gov.uk\)](#)

Local Government Association – [Home | Local Government Association](#)

University of West London – [Discover the Career University | University of West London \(uwl.ac.uk\)](#)

West London College – [Ealing Green College | West London College \(wlc.ac.uk\)](#)

Ealing and Hounslow Community Voluntary Service – [Ealing and Hounslow CVS | Team London](#)

High Speed 2 Ltd – [Homepage - HS2](#)

Old Oak and Park Royal Development Corporation – [Old Oak and Park Royal Development Corporation \(OPDC\) | London City Hall](#)

Loom Projects – [Loom \(loomprojects.co.uk\)](#)

Park Royal Design District – [Park Royal Design District](#)

West London Business – [Homepage - West London Business](#)

Your Acton BID – [Your Acton BID |](#)

5.3 **Further Information**

For further information about Scrutiny Panel 2 – 2022/2023: Recovery from the Pandemic please contact:

Harjeet Bains
Overview and Scrutiny Officer
Ealing Council
Email: bainsh@ealing.gov.uk
Tel: 020-8825 7120

6.0 RECOMMENDATIONS

Rec No.	Panel Recommendation
R1	Ealing Council should maintain continuous and improved communications with its education sector partners regarding employment matters to provide appropriate support for the borough's residents in getting them back into work through training.
R2	The Cabinet Portfolio Holder should lobby Heathrow Airport to clarify and relax its five-year employment history checks as this would have direct benefits for local employment.
R3	Ealing Council should organise a combined event for all relevant employment and education partners in providing appropriate information to the borough's residents and getting them back into work after the challenges of COVID-19 pandemic.
R4	Ealing Council should have an employment communications programme that is advertised regularly through appropriate channels for all employment events, training opportunities and job vacancies on offer so that residents could easily find out what was available to them.
R5	Ealing Council should ensure that Councillors, frontline staff and other appropriate professionals, such as General Practitioners, were regularly informed of all employment and training opportunities in the borough to enable referrals to the right place.
R6	Councillors should be provided details of the solar panel support scheme so that they could inform constituents about the offer.
R7	Ealing Council should actively encourage the borough's schools to promote apprenticeships more including at primary level.
R8	Ealing Council should promote the borough's rich heritage to attract more tourism and the creation of additional associated jobs in this area for local people.
R9	Ealing Council's Youth Justice Service should liaise with University of West London's Westmont Enterprise Hub to develop a scheme to divert young people at risk of coming to the attention of the criminal justice system into entrepreneurship.
R10	Ealing Police should work with the local Business Improvement Districts to formulate a strategy for dealing with crime and antisocial behaviour in the borough's town centres. This would encourage more businesses to report crime and engage in any associated prosecution processes, making it safe and pleasant for people working in or visiting the town centres.
R11	Ealing Council should provide information on its website about how businesses could come together to form a Business Improvement District in town centres that currently did not have one.
R12	Ealing Council's Violence Against Women and Girls initiative should proactively review safety measures in the

Rec No.	Panel Recommendation
	borough's industrial estates to ensure that women and girls could visit and work in these places safely at all times.
R13	Ealing Council should list the borough's companies that were accredited to provide zero carbon services on its website to encourage more local businesses to attain this accreditation.
R14	Ealing Council should publicise the services available for local businesses on its website including additional beneficial information and links to appropriate associations to enable businesses to access these services readily.
R15	Ealing Council should encourage more businesses in the borough to participate in visitor visits to showcase their premises to potential employees and offer work experience placements for local people of all ages. This would help residents to take up local employment opportunities.

7.0 RECOMMENDATIONS WITH OFFICER COMMENTS

Rec No.	Panel Recommendation	Service Officer Comments (Including Any Resource and Legal Implications)	Recommended Cabinet Response (Accept/Reject)
R1	Ealing Council should maintain continuous and improved communications with its education sector partners regarding employment matters to provide appropriate support for the borough's residents in getting them back into work through training.	<p><u>Connor McDonagh (Assistant Director Economic Growth)</u> We will continue to work with education sector partners to continue to provide communications.</p> <p>We have commissioned the University of West London to deliver a programme to support women into entrepreneurship to start their own business.</p> <p>We had our inaugural high growth sector steering group with these partners on 24 October and this will happen 3 to 4 times a year.</p>	Accept
R2	The Cabinet Portfolio Holder should lobby Heathrow Airport to clarify and relax its five-year employment history checks as this would have direct benefits for local employment.	<p><u>Connor McDonagh (Assistant Director Economic Growth)</u> The council is to recalibrate its relationship with Heathrow and this can form an action as part of that.</p>	Accept
R3	Ealing Council should organise a combined event for all relevant employment and education partners in providing appropriate information to the borough's residents and getting them back into	<p><u>Connor McDonagh (Assistant Director Economic Growth)</u> Resource implications –</p>	Accept

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	work after the challenges of COVID-19 pandemic.	<p>requires financial investment and adequate venue to organise an event.</p> <p>Multiple events held, including Employment and Skills Spring Job Fair - 25 April 2023 - Greenford Hall, Greenford - the fair focused on all types of employment and had attendance from various employers and exhibitors from each key sector.</p> <p>Sector forums will be co-curated with employment and education partners and delivered in settings most inspirational and practical for attendees.</p>	
R4	Ealing Council should have an employment communications programme that is advertised regularly through appropriate channels for all employment events, training opportunities and job vacancies on offer so that residents could easily find out what was available to them.	<p><u>Connor McDonagh (Assistant Director Economic Growth)</u> Ongoing communications through newsletters and campaigns.</p> <p>The Work Ealing and Good for Ealing webpages will be used to maximise promotion.</p>	Accept
R5	Ealing Council should ensure that Councillors, frontline staff and	<u>Connor McDonagh (Assistant</u>	Accept

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	other appropriate professionals, such as General Practitioners, were regularly informed of all employment and training opportunities in the borough to enable referrals to the right place.	<u>Director Economic Growth</u> This will continue via no wrong door and IPS referrals.	
R6	Councillors should be provided details of the solar panel support scheme so that they could inform constituents about the offer.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> The Climate Action Team will issue details.	Accept
R7	Ealing Council should actively encourage the borough's schools to promote apprenticeships more including at primary level.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> Ongoing work with schools through Connexions and Work Ealing, Ealing Apprenticeship Partnership.	Accept
R8	Ealing Council should promote the borough's rich heritage to attract more tourism and the creation of additional associated jobs in this area for local people.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> This is ongoing following the publication of the Cultural Manifesto and development of the Culture Infrastructure Plan. The Good for Ealing website launched in September also promotes the heritage of each town and link through to job opportunities.	Accept
R9	Ealing Council's Youth Justice Service should liaise with University of West London's Westmont Enterprise Hub to develop a scheme to divert young people at risk of coming to the attention of the criminal justice system into entrepreneurship.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> The service is currently developing a pilot called 'Project Zoo', which will be	Accept

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		consulted with UWL and other HE and FE providers to maximise its reach and impact.	
R10	Ealing Police should work with the local Business Improvement Districts to formulate a strategy for dealing with crime and antisocial behaviour in the borough's town centres. This would encourage more businesses to report crime and engage in any associated prosecution processes, making it safe and pleasant for people working in or visiting the town centres.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> This already occurs via Ealing's High Street Taskforce and will continue.	Accept
R11	Ealing Council should provide information on its website about how businesses could come together to form a Business Improvement District in town centres that currently did not have one.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> The Good for Ealing website launched in September provides information.	Accept
R12	Ealing Council's Violence Against Women and Girls initiative should proactively review safety measures in the borough's industrial estates to ensure that women and girls could visit and work in these places safely at all times.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> The council is producing a new Evening & Night Time Economy Strategy and safety will be a key component of that.	Accept
R13	Ealing Council should list the borough's companies that were accredited to provide zero carbon services on its website to encourage more local businesses to attain this accreditation.	<u>Connor McDonagh (Assistant Director Economic Growth)</u> The council recently obtained Good Business Charter accreditation and is encouraging other businesses to secure the same	Accept
R14	Ealing Council should publicise the services available for local businesses on its website including additional beneficial information	<u>Connor McDonagh (Assistant Director Economic Growth)</u>	Accept

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	and links to appropriate associations to enable businesses to access these services readily.	The Good for Ealing website launched in September provides information.	
R15	Ealing Council should encourage more businesses in the borough to participate in visitor visits to showcase their premises to potential employees and offer work experience placements for local people of all ages. This would help residents to take up local employment opportunities.	<p><u>Connor McDonagh (Assistant Director Economic Growth)</u> The council already supports this approach in the North Acton & Park Royal Creative Enterprise Zone via the annual Park Royal Design District festival.</p> <p>Subject to securing further resource, this approach can be expanded to other towns.</p>	Accept