

Ealing's Jobs and Skills Strategy 2024 – 2029

Consultation draft
July 2024



Contents

<i>Foreword</i>	3
<i>1. Introduction</i>	5
Our vision	5
Our mission	5
Our commitments.....	6
Strategy on a page	7
<i>2. Context</i>	9
Ealing's place within the UK and London	9
The challenge	10
The opportunity.....	11
<i>3. Developing Ealing's Jobs and Skills Strategy</i>	12
<i>4. Five strategic priorities</i>	14
A focus on high growth sectors	14
A suitably skilled local workforce	19
A great place to do business.....	22
A dynamic and entrepreneurial economy	24
A sectoral approach to career progression pathways	28
<i>5. Ealing's Seven towns</i>	32
<i>6. Delivering Ealing's Jobs and Skills Strategy</i>	34
Governance	34
Monitoring and evaluation	34
Next steps.....	34
<i>7. Glossary of key terms</i>	35

Foreword

Ealing makes a huge contribution to the UK's economy. We accommodate London's largest reservoir of industrial land that includes its largest industrial estate at Park Royal, are home to the UK's most significant regeneration and investment opportunity at Old Oak and Park Royal that is set to deliver 56,000 new jobs, and nearly 4,000 of our residents enable Heathrow airport and its supply chains to operate.

We continue to attract and welcome significant levels of inward investment, and with our new Ealing Local Plan soon to be adopted we are positioning ourselves to attract greater levels over the coming decades. Ealing is the engine of west London's economy, and we have the potential to achieve much more for our residents, businesses, and workers.

However, multiple challenges persist for our local communities including the rises in the cost of living and the generational effects that the Covid-19 pandemic brought. In line with national and regional trends, employment growth has been stubbornly stagnant over the last decade, which is compounded by increasing housing and rental costs. Work doesn't pay for many of our residents. We also recognise the challenges faced by businesses trying to grow but unable to find the right locally skilled workforce or affordable workspaces, and the barriers faced by residents in accessing employment, training, and skills. These are complex issues that demand innovative and sustainable solutions, which is why we have produced this strategy.

Inspired by the new government's mission to 'kickstart economic growth' under a new Industrial Strategy, and the Mayor of London's commitment to deliver a new London Growth Plan by the end of this year, our strategy proposes five cross-cutting strategic priorities to help realise future talent pipelines for the borough's high growth sectors and underpin a more integrated jobs and skills system. Evidenced by the West London Local Skills Improvement Plan (LSIP), our Strategy will also align investment opportunities with the workforce needs of local businesses and provide a much clearer roadmap for upskilling and reskilling our residents so they can be at the front of the queue to secure higher quality jobs.

I am proud to have set up Ealing's first Jobs and Skills Forum, and through that partnership we look forward to continuing to deliver on our commitment to rebalance power and wealth to our most disadvantaged and marginalised communities. Every Ealing resident and business should have the opportunity to benefit from the growth and investment coming into the borough and should be fairly recognised for the contributions they make.

Through a genuine partnership approach, we will deliver against our priorities and ensure Ealing's economy can grow to become more sustainable, diverse, and resilient.

Councillor Kamaljit Kaur Nagpal

Cabinet member for decent living incomes

1. Introduction

A new Jobs and Skills Strategy for Ealing

- 1.1 The Ealing Jobs and Skills Strategy is co-owned by the council, the residents, businesses, and workers across the borough's seven towns, plus our partners who play a key role in supporting our economy including learning and training providers, local landowners, developers, investors, the voluntary and community sector, and academic institutions.
- 1.2 The Strategy builds on the important progress that has been made under Ealing's Plan for Good Jobs: Towards an Inclusive Economy, which helped kickstart the borough's economic recovery and underpinned the economic narrative and ambitions set out in Ealing's Council Plan, in particular its strategic objective of creating good jobs.
- 1.3 Our new Jobs and Skills Strategy now succeeds the Plan for Good Jobs and will have a much greater emphasis on economic growth and focus much more on partnership working and ensuring the workforce needs of Ealing's high growth sectors, foundational sectors and the wider business community can be primarily met by Ealing residents who will become part of a highly skilled and dynamic workforce.

Our vision

Ealing cements its position as the engine of west London's economy, with vibrant local economies within each town where people, businesses, and communities are connecting, growing, and thriving together.

Our mission

We will convene partners to focus resources and efforts in growing Ealing's seven local economies and provide more opportunities for all Ealing residents to secure the necessary skills to successfully meet the workforce needs of Ealing's growth sectors and businesses.

[Provide feedback on our vision and mission](#)

Our commitments

- 1.4 Realising our vision will require a way of working that builds on the council's corporate pledge to deliver a new culture of public service where we engage and work in partnership with our communities. Our approach to delivering this strategy will be underpinned by four commitments about the way we will work.
- 1.5 **Commitment 1: Empowering communities.** We commit to fostering collaboration with the individuals and organisations deeply familiar with their respective communities and empowering them to work alongside us to deliver our mission and priorities. This will help ensure we live up to our commitment to inclusion and making Ealing a fairer place to live and work. While the council will not have solutions to every challenge, we will guide our residents and businesses towards the resources and experts who can provide the necessary support.
- 1.6 **Commitment 2: Boldness and innovation.** We commit to embracing innovation and trying new approaches that can enhance jobs and skills opportunities and residents' quality of life. This strategy introduces fresh perspectives, such as expanding partnerships, including collaboration and developing new approaches to help more residents into jobs.
- 1.7 **Commitment 3: Delivering through partnership.** We cannot deliver this strategy on our own. We will work in partnership with our residents, sectors, businesses, developers, investors, and communities to deliver on our priorities. These partnerships will be instrumental in attracting additional investment into Ealing, expanding the availability of well paid jobs, and strengthening our ability to face future challenges.
- 1.8 **Commitment 4: A polycentric approach.** As a large borough comprising different areas and several town centres, we recognise that one size does not fit all when it comes to securing a job or recruiting a worker. That is why, in addition to the three commitments set out above, we will work over the course of this strategy to tailor our approach to respond to the different housing needs in each of Ealing's seven towns.¹

¹ These are Acton, Ealing, Greenford, Hanwell, Northolt, Perivale, and Southall.

- 1.9 Our five strategic priorities are set out in section 4, and under each priority we have outlined the actions we will take to deliver in line with our first three commitments. Section 5 explains how we will deliver on commitment 4, setting out our seven towns approach to implementing this Jobs and Skills Strategy.

Strategy on a page

- 1.10 To complete our mission, we will take decisive and proactive action to ensure our residents can access well paid jobs through more sustainable and secure work. This will mean growing the borough's local workforce across the seven towns, both in number and diversity of skills, in order that the growth ambitions of local businesses can be satisfied from the local population. This in turn will strengthen and reinforce the unique characteristics of each town, making them more thriving and attractive places to live, work and run a business.
- 1.11 We want to change the way Ealing's services are delivered to support every resident to achieve their full potential and ensure nobody is left behind. This means integrating services around people, places, and their needs, with the outcome of securing a good job or skills training the key measures of success.
- 1.12 We have five interconnected **strategic priorities** for growing Ealing's economy over the next five years, which will support us to deliver on our mission. These are:
- A focus on high growth sectors
 - A suitably skilled local workforce
 - A great place to do business
 - A dynamic and entrepreneurial economy
 - A sectoral approach to career progression pathways

[Provide feedback on our strategic priorities](#)

The actions we take to achieve these strategic priorities will contribute to delivering on our three council-wide strategic objectives of creating good jobs, tackling the climate crisis, and fighting inequality.

Our approach to delivering this strategy will be underpinned by **four commitments** about the way we will work. These are:

- empowering communities
- being bold and innovative
- delivering through partnership
- a polycentric approach – Ealing’s seven towns

2. Context

Ealing's place within the UK and London

- 2.1 Ealing is key to London's success as a globally connected city and contributes nearly £11bn² (Gross Value Added 'GVA') annually to the UK's economy. It has a strong economic base with nearly 18,000 businesses registered in the borough and over 220,000³ workers. Over the past decade the population of Ealing has increased by 8.5%, which is higher than both the London and England rates over the same period and is expected to continue growing, especially in the towns of Southall, Acton and Ealing. Ealing is the eighth most ethnically diverse local authority in the country, with over 160 languages spoken and with 54% of the population identifying as being from ethnically minority backgrounds.
- 2.2 Ealing is affectionately known as the 'Queen of the suburbs', however the borough's economic output and the dominance of manufacturing-based industries and being home to London's largest reservoir of industrial land, make it the engine of west London's economy. Economic activity is set to grow further with investment of national scale significance at Old Oak and Park Royal set for the next decade, to be enhanced further by Imperial's commitment to develop London's next significant life science cluster in North Acton as part of their WestTech Corridor.
- 2.3 Located on the doorstep of Heathrow airport, hosting five Elizabeth lines, and enabling transformational growth to support London's HS2 terminus at Old Oak, Ealing can describe itself as one of the most connected places in the UK. This ranks it amongst the most attractive boroughs for investment, as seen by over £1b in industrial land transactions over the last few years

² [Regional gross value added \(balanced\) by local authority in the UK](#)

³ [Origin-destination data explorer - Census 2021 - ONS](#)

alone. By all accounts, Ealing's location, brand and strong economic base should make it one of the most prosperous places in the UK to live and work.

The challenge

- 2.4 Despite Ealing's strong economic attributes, it is an economy that is not working for everyone. The percentage of households in Ealing classified as being deprived is over 34%, with many of these households concentrated in areas of the borough that have experienced much investment, including Southall and Acton. The number of working residents and families facing poverty is increasing in Ealing. The proportion of children (under 16 years) in Ealing living in poverty is 14%, having increased by 10% since 2015.
- 2.5 Median gross weekly earnings⁴ for Ealing residents (£623) in 2023 were higher than average for England (£577), but lower than average for London (£683), whilst average gross weekly earnings were only £190⁵ for the lowest paid 10% of workers. There are huge differences in household income across the borough, with households in Southall Green and Southall Broadway wards having approximately half of that of households in Southfield and Ealing Broadway wards. Low wages are compounded by the fact that Ealing has higher than London average house prices and rents; the median price of a house in Ealing is £550,000 (the London average is £535,000) with property prices having increased by over 100% since 2007.
- 2.6 In terms of employment, 73% ⁶of 18-64 year olds in Ealing are employed compared to 75% in London, but 26% of these jobs are paid below the London Living Wage (£13.15 per hour in 2024) and the quality of work is poor with over 40% of jobs in low paying sectors compared to 33% in London as a whole. Ealing residents with a health condition or learning disability are

⁴ [Office for National Statistics \(ONS\)](#)

⁵ NOMIS, Annual Survey of Hours and Earnings

⁶ [NOMIS – Official Labour Market Statistics](#)

significantly more likely to be unemployed than those without. The gap between those with a learning disability and the overall employment rate is 72% and is continuing to rise at a faster rate than the average for London and England.

The opportunity

- 2.7 Despite these challenges, it is clear that Ealing offers huge potential for economic growth and job creation to rival any location in the UK. However, the opportunity lays in how the council, and its partners, enables growth that is inclusive, and the jobs created are well-paying and secure. This is the opportunity that must be grasped, and this is the primary reason why the council has led of the production of a new Jobs and Skills Strategy for Ealing.

- 2.8 By publishing our strategy at the dawn of a new government and a third term for the Mayor of London, we also have the opportunity to align ambitions across the three tiers of government and are therefore better placed to create more prosperous Ealing, for its residents, businesses and workers.

3. Developing Ealing's Jobs and Skills Strategy

- 3.1 The strategy is underpinned by our three council-wide strategic objectives and the housing targets in our 2022 – 2026 Council Plan, set out below.



- 3.2 Its development was particularly influenced by the role 'creating good jobs' strategic objective to bring new and well-paid jobs back to Ealing and ensuring good businesses can thrive, including the following targets:

- Secure 10,000 new jobs in our borough
- Secure 2,000 new apprenticeships
- Deliver at least 12,000 new qualifications and training programme graduations

- 3.3 In addition to the Council Plan, this Strategy builds on the objectives and priorities of Ealing's many other strategies and plans, such as the Race Equality Commission, emerging Local Plan, Health & Wellbeing Strategy, Climate & Ecological Strategy, emerging Housing Strategy, the Property Strategy as well as regional strategies and plans such as the London Plan and Mayor of London's Skills Roadmap for London.

- 3.4 This Strategy has been developed through a multi-stage approach building on research, cross-directorate engagement within the council and external engagement with range of

partners. The input of partners has been key, and the council has set up the Ealing Jobs and Skills Forum to enable the council and its partners to come together to share the responsibility in developing and ultimately delivering the Strategy.

- 3.5 This document has been prepared for the purposes of public consultation. Residents, businesses, stakeholders, community representatives and other interested parties will be invited to comment and share views on the Strategy, which will be reviewed to produce a final version.
- 3.6 We are producing this strategy at a time of great uncertainty in the wider political and economic environment. This strategy seeks to respond to today's challenges while also providing a firm foundation and clear direction for our borough over the next five years. It strives to be both ambitious and deliverable, identifying the roles of our residents, businesses, communities, and partners in shaping the future of Ealing's economy.

4. Five strategic priorities

- 4.1 The Jobs and Skills Strategy has five cross-cutting strategic priorities. Each of these priorities is supported by a range of actions that will later become part of a comprehensive Action Plan to include key performance indicators (KPIs) that will be monitored over the five-year term of the strategy. All actions are interdependent, and the realisation of the strategy's vision and mission is dependent on their successful delivery.

A focus on high growth sectors

We will clearly define and promote our high growth sectors and put in place a coherent and accessible support offer for our local businesses to connect to opportunities within those sectors and thrive within an evolving economy. Working with partners, we will promote Ealing as the engine of west London's economy and a premier place for new investment and new businesses to locate.

[Provide feedback on this statement](#)

- 4.2 To ensure our skills ecosystem is truly fit for purpose, we need a deep understanding of the sectoral make up of Ealing's economy and how it integrates within the wider sub-region. The employer-led and data driven West London Local Skills Improvement Plan (LSIP) has highlighted the six sectors that together account for 53% of West London's employments, these are:
- Health and Social Care (11.5% employment)
 - Retail (16.6% employment)
 - Creative (3.2% employment)
 - Transport and Logistics (10.2% employment)
 - Hospitality (7.5%)
 - Manufacturing (3.8%)
- 4.3 Taking the LSIP a step further, through our Ealing sector analysis commission (PRD, November 2023) we have determined that 40% of Ealing's jobs are split between three sectors – business support services (11.3%), public admin, education, and health (19.3%), and wholesale (10.2%). The sectors that have

experienced the most growth over the last decade include business support services (+33.3%), motor trades (+42.1%), utilities and waste (+39.3%) and warehousing and logistics (+9%).

- 4.4 Generally, this accords with the borough's high provision of industrial land and its location next to Heathrow airport, and since 2018 the borough has experienced over £1Bn ⁷investment from SEGRO, Prologis and Valor who are UK leaders in industrial and logistics real estate. Although these investments show much confidence in Ealing, and the sectors referred to will continue to thrive, the economy needs to diversify and the recent decline in higher paying knowledge economy jobs needs to be reversed.
- 4.5 As such this strategy is setting out an ambition to diversify Ealing's existing sectoral and business base eco-system. This means clearly defining and focusing on supporting our high growth sectors to invest and grow within the borough. Our approach to supporting sectoral growth also extends to our well-established sectors that already provide thousands of jobs for Ealing residents, which will be defined as foundational sectors. The table below clearly defines our three high growth sectors and or three foundational sectors.

Table 1 – defining Ealing's sectors

High Growth Sectors	Foundational Sectors
Creative & digital <ul style="list-style-type: none"> • Film, screen, and music (pre and post-production) • Build on North Acton & Park Royal CEZ • Strengthen unique offer and heritage – Ealing Studios • Capitalise on industrial assets and development pipeline 	High Street economy <ul style="list-style-type: none"> • Evolve role of Ealing's High Streets Taskforce • Enable the creation of more BIDs • Retail • Hospitality

⁷ CoStar

High Growth Sectors	Foundational Sectors
Green & circular economy (including industrial and offices) <ul style="list-style-type: none"> • Low carbon logistics • Modern food manufacturing / food-tech • Retrofit & net-zero film production • Industrial decarbonisation / clean-tech • Ultra-low waste businesses • Data centres 	Health and social care (including childcare) <ul style="list-style-type: none"> • Refresh relationship with NHS partners and Shaw Trust
Life Sciences <ul style="list-style-type: none"> • New partnerships with academia – UWL, Imperial, Brunel • At heart of an OPDC Economic Vision • Enable the Imperial WestTech Corridor 	Construction <ul style="list-style-type: none"> • West London Green Skills Hub • Legacy with HS2, OPDC and Heathrow (if expansion progresses)

[Click here to provide feedback on Ealing's sectors](#)

- 4.6 Applying a sectoral approach to investment and job creation also aligns the council's ambition with the new government's ambition to introduce a new industrial strategy that will have a greater focus on sectors, with a mission to strengthen the resilience of supply chains in key sectors. This includes an investment of £1.5b into decarbonisation projects. Inspired by the Mayor of London's commitment to deliver a new London Growth Plan with a target of creating more than 150,000 good jobs by 2028, we will explore a Local Growth Plan approach to creating more job opportunities within green economy and bring together a number of neighbouring boroughs to collaborate on shared objectives.
- 4.7 Our choice of high growth sectors has been evidenced by baseline data collected during our recent commissions including Industrious Ealing, Ealing Sectoral Analysis and data from partners including the West London Alliance, OPDC and GLA. This

baseline data has helped inform multiple discussions with sectoral specialists, including London & Partners (the Mayor of London's inward investment agency) and local academic intuitions that are already responding the future needs of the wider economy through the Level 5, 6 and 7 provision on their curriculums.

- 4.8 Defining these high growth sectors have also been informed by the recent commitments by key partners wishing to invest significantly in Ealing. For example, businesses within the North Acton and Park Royal Creative Enterprise Zone (CEZ) wish to invest and to create more jobs within our creative and digital sector. Additionally, Imperial's decision to develop a life sciences cluster in their WestTech Corridor could be transformational for Ealing's economy. The focus on these high growth sectors is low risk and high reward, particularly as their growth will help reverse the recent trend of knowledge economy jobs reducing in the borough. Through our Good for Ealing inward investment model and the new Local Plan we have already signalled the scale of our ambition to investors
- 4.9 Although committing support to our high growth sectors is important, the success will ultimately depend on how new businesses are attracted to invest and grow in Ealing, and to connect with the existing business community. This requires the council playing a much stronger role in enabling and connecting businesses to one another through strengthening existing and causing new networks and ensuring that businesses (particularly SMEs and Micros) get more support to bid successfully for contracts issued by large businesses and to can invest in their workforces.

Actions to deliver this strategic priority (Growth sector, GS)

- GS1** Strengthen and evolve the Good for Ealing brand and inward investment model to leverage more investment into the borough
- GS2** Invest in growing the borough's high growth sectors and strongly promote all sectors via all council and partner channels to investors

- GS3** Establish and convene a forum/network for each of the six sectors so the council, businesses, landowners, investor and other stakeholders can share responsibility on growing each sector and create more employment opportunities
- GS4** Host a minimum of three Ealing Jobs and Skills Forums annually, bringing together key stakeholders and business representatives from across our six sectors
- GS5** Lead on exploring a Local Growth Plan approach to growing the green economy across a number of west London boroughs
- GS6** Co-draft an Economic Vision and Strategy for the OPDC area and ensure it reinforces investment in our high growth sectors, particularly life sciences as part of the WestTech Corridor

[Click here to provide feedback on Growth sector actions](#)

In Focus: Good for Ealing. Launched in 2022, Ealing Council has convened a community of developers, businesses, landowners and investors who all share a common goal – to make Ealing a better place and to build on the unique strengths of the borough’s seven towns. This strategy is committing us to expand the Good for Ealing model to focus more on supporting Ealing’s high growth sectors and to ensure Ealing’s existing businesses within those sector supply chain networks are best placed to access trading and growth opportunities. Similarly, Good for Ealing will play a bigger role in brokering relationships between investors and local community groups, so their projects and initiatives can be supported through co-delivery.

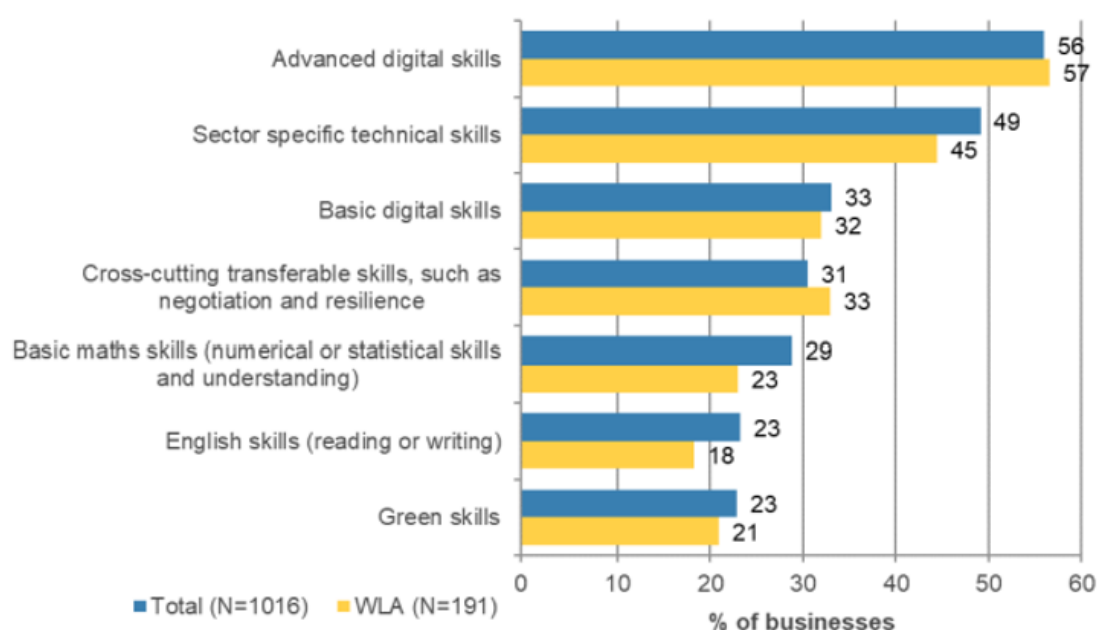
A suitably skilled local workforce

We will continue to target and prioritise our resources to better support all of our residents to learn, progress, upskill and reskill so they can be 'work-ready' to meet the current and future workforce demands of our high growth sectors and businesses across the borough.

[Click here to provide feedback on this statement.](#)

- 4.10 Higher-level skills and qualifications are becoming increasingly important to the west London economy, and demand is set to increase with the transformational investments that will be unlocked via HS2 and a likely intensification of operations at Heathrow airport. To fully capitalise on this investment, it is crucial that the council and its partners invest in training and skilling Ealing's residents and workers, so they are best placed to access a more diverse range of employment opportunities. People with higher-level qualifications and who develop higher-level skills throughout their working lives are more likely to be employed, more likely to earn more when employed, and are more resilient to labour market change.
- 4.11 In general, Ealing's residents have higher than average attainment levels. Young residents tend to perform very well at Level 2 (GCSE and equivalent) and Level 3 (A-level and equivalent), and school leavers are subsequently more likely to go to university. However, the borough's labour market has seen a decline in knowledge economy and higher skilled jobs over the last decade or so, meaning less local employment opportunities for highly educated and skilled Ealing residents who are instead forced to find work outside the borough. This is compounded by a miss-match between the general skills of the people in Ealing and the current and future needs of our high growth sectors and businesses.

Table 2 – skills most in demand by businesses



Source: *Survation survey, December 2022*

- 4.12 Our high growth and foundational sectors also align with the Mayor’s Skills Roadmap for London, which maximises our success in leveraging the funding to sustain the council’s adult and community learning offer, particularly through the Adults Skills Fund (ASF). As reflected in the West London Local Skills Improvement Plan (LSIP), we will need to increase the volume and range of higher-level technical provision in skill gap areas.
- 4.13 Responding to the recommendations of the recent pre-OFSTED inspection of our Adult and Community Learning provision, we must also evolve the council’s offer, so it is much better integrated with schools, colleges, universities, other training providers and most importantly, our business community. We must also develop an offer that is more accessible, with more part-time, evening, weekend, and hybrid delivery, to fit around the work and wider commitments of adult learners. Our ambitious plan to deliver a new Ealing Employment, Learning and Skills Hub demonstrates a strong commitment to developing a better skilled workforce within the borough.
- 4.14 A skilled workforce across a range of sectors is pivotal if we are to increase productivity and create a more diverse and resilient economy. This strategy will help enable the council and its partners to be ready to benefit from the new government’s model

of a youth guarantee of access to skills and training, and the Mayor of London's policy to give free skills training to every Londoner over 19 who is unemployed or on a low income. Through this strategy, we are committed to forging stronger links between the skills ecosystem and businesses, so that our residents acquire relevant, in-demand skills that support progression into good jobs. At the same time, businesses will have access to a high-quality skills system to help them develop their existing workforce and provide a vital pipeline to future talent.

Actions to deliver this strategic priority (local workforce, LW)

- LW1** Maintain live intelligence and data on Ealing's labour market and high growth sectors and embed a partnership approach to match workforce skills with the needs of local employers
- LW2** Refresh and evolve the council's adult and community learning curriculum, so it better aligns with partner provider curriculums and responds to the needs of high growth sectors
- LW3** Strengthen the partnership between local universities, post 16 colleges, training providers, adult education, and employers to enhance an integrated education, training and skills offer
- LW4** Deliver a new apprenticeship model to enable employers to create more in-work training and progression opportunities for Ealing residents (including placements and internships)
- LW5** Introduce new growth sector Skills Bootcamps help upskill and reskill our residents, so they are better placed to access employment opportunities within growth sectors
- LW6** Deliver a new Ealing Employment, Learning and Skills Hub to integrate the delivery of the council's Learn Ealing and Work Ealing services and with other providers

LW7 Retain more of our highly skilled graduates in the borough and enable more young people to access advanced and higher-level skills provision

[Click here to provide feedback on Local workforce actions](#)

In Focus: West London Green Skills Hub. The hub was established in 2022 as part of the Mayor's Skills Academies Programme that aimed to support Londoners, hardest hit by the pandemic, into good work in sectors key to London's recovery and long-term economic growth. The hub's mission is to inspire and help people find work in the capital's growing green economy. To achieve this, a partnership of west London's training providers, employers, local authorities, charities, business groups and others have been brought together. Key to the hub's success is the development of a modern and innovative green skills curriculum and well defined career pathways into green skills and jobs to meet the needs of employers and jobseekers alike.

A great place to do business

We will continue to invest in our seven towns to ensure they can become more vibrant and connected places to live and work and therefore support more successful and thriving businesses that will have access to skilled local workforces at heart of connected communities.

[Click here to provide feedback on this statement](#)

- 4.15 The quality of the public realm and vibrancy of a place is a key factor on investment decisions, whether it's an existing business wishing stay and grow or new business deciding to locate to the borough. This also applies to the local workforce, retaining our existing workforce and attracting more workers to the borough is absolutely fundamental to creating a diverse and dynamic economy. Our success in leveraging more inward investment and business start-ups within the high growth sectors that this strategy prioritises, will be largely influenced by the quality of the place and sense of pride within better connected communities.
- 4.16 Affordability is also a key factor for a business, or a worker, on their decision to stay within the borough and grow, or to move into the borough and start. A strong supply of high-quality affordable housing is the foundation of an inclusive and fair

economy. This type of economy relies on a workforce that spans a wide range of earnings, with every worker having the choice of a decent and affordable home that meets their needs. Over recent decades we have seen the harm that a lack of affordable housing has caused, we have seen London becoming 'hollowed out' due to large swathes of the work force's lower earners being forced to live outside London and commute inwards for work. With some of the highest house prices and rents in London, Ealing's workforce is suffering as a result.

- 4.17 In recognition of this, the council has already developed a number of strategies and projects to enhance the seven towns and make the borough more affordable to live in. For example, our new Local Plan includes a number of progressive policies such as raising the London Plan minimum threshold for affordable housing from 35% to 40% and introducing an affordable workspace policy to reduce rents by up to 80% of market rents. The Mayor of London's policy to introduce the building of Rent Control Homes, with rents capped and linked to incomes, offers another opportunity to make the borough more affordable.
- 4.18 Despite the affordable living challenges, one of Ealing's core strengths is its vibrancy. It is the home of British cinema and a cradle of British rock, and cultural production powerhouse for London and the world and hosts multiple award-winning parks. Our commitment to create a new Regional Park for London will improve the borough further and make it more attractive to investors. Using our Good for Ealing inward investment model we will continue to promote the borough's 'brand' locally, regionally, and internationally to leverage greater investment to help support business growth.

Actions to deliver this strategic priority (great place, GP)

- GP1** Produce an Ealing 20-minute neighbourhood delivery manual, so the unique business and workforce needs within each town are addressed through more targeted infrastructure investment
- GP2** Produce jobs-led regeneration masterplans through partnerships, tailored to specific needs of a town or economic area, including a North Acton Masterplan to help catalyse the Imperial WestTech Corridor in Ealing

- GP3** Adopt a new Ealing Housing and Homelessness Strategy that prioritise a greater range and mix of affordable homes for the borough's workforce
- GP4** Produce Ealing's first cultural infrastructure plan to showcase a vibrant borough to do business in and work with and to strengthen the employment opportunity with the high growth sector covering film, screen, and music
- GP5** Adopt a new Ealing Economy after 6pm strategy to better support evening and nighttime economy businesses and the needs of the workforce after 6pm
- GP6** Deliver the Ealing land and property strategy (objective D) to prioritise the use of council assets for affordable workspace and business start-ups
- GP7** Secure Living Wage Place status for the borough and support a greater number of Ealing businesses to become Good Business Charter and Living Wage accredited

[Click here to provide feedback on Great place actions](#)

In Focus: A new Regional Park for Ealing. Working closely with residents, community groups, and relevant experts, Ealing Council has committed to create a new regional park in the borough; the first in west London. Much larger than a standard park (over 400 hectares), most of the park would be open to the public and easily accessible by public transport. Cities around the world are seeing the benefits of major cultural institutions investing in affiliate spaces outside of their city centres, bringing social and economic benefits to communities. Coordinated strategic investment in park infrastructure could raise the profile of Ealing as a place for culture and ensure this emerging opportunity maximises the benefits it can bring to Ealing's economy, businesses and the workforce.

A dynamic and entrepreneurial economy

We will prioritise greater support for Ealing’s entrepreneurs and leverage all opportunities to turn their innovative ideas into viable businesses that will start and grow within the borough and contribute to an increasingly diverse and dynamic economy.

[Click here to provide feedback on this statement](#)

4.19 We are fortunate to have one of the UK’s most entrepreneurial economies with micro businesses comprising 93% of our business base, which is above London and England averages. This demonstrates a high tolerance to risk, to experiment and to innovate – all are increasingly important attributes for a dynamic economy, especially if businesses and their workforces are to successfully adapt to increasing globalisation and the rapid integration of AI and automation. The downside of an entrepreneurial economy can be increased fragility, particularly to sudden economic shocks like we experienced during the Covid-19 pandemic. An entrepreneurial economy also results in higher-than-average business death rates, especially for micro business still in the formative stages of their growth journey.

Table 3 – size of business comparison

Size of business	Ealing (numbers)	Ealing (%)	London (%)
Micro (0-9 employees)	16,330	92.7%	90.2%
Small (10-49 employees)	1,065	6.0%	7.8%
Medium (50-249 employees)	180	1.0%	1.6%
Large (250+ employees)	40	0.2%	0.4%
Total	17,615	100%	100%

Source: NOMIS, Labour Market Profile, 2023 – Inter Departmental Business Register (ONS)

- 4.20 Our three high growth sectors defined in this strategy, all have entrepreneurs and micro businesses as their foundations. In focusing more on these high growth sectors, we will be unlocking more opportunities for entrepreneurs, however we need to ensure the necessary package of support is in place to turn their ideas into viable businesses and reduce the number of business death rates. This will require a number of actions, including an expansion of our support for new businesses start-ups and enhancing our advice and mentoring services via our Work Ealing and Learn Ealing offer. We will increase our role in connecting entrepreneurs to larger businesses through engagement with leaders at those firms and ensuring that our learning and skills offer is more responsive to the needs of micro businesses.
- 4.21 Through our new Local Plan employment policies, complemented by proactive negotiations with landowners and developers, we will unlock a bigger pipeline of flexible and affordable workspaces. These spaces will be prioritised for local entrepreneurs, many of which have links to our local colleges and universities, particularly at the University of West London's Westmont Hub but also through West London College's Green Skills Hub in Southall, Imperial's Scale Space at White City, and Brunel's Entrepreneur Hub at Uxbridge. We will strengthen these links via Civic University Agreement (CUAs). The council will also use its own land and assets and work with developers on their longer-term projects to promote meanwhile uses (the temporary use of vacant space) and make the most of underused land – all of which makes the provision of affordable workspace quicker and cheaper.
- 4.22 Collaborating with our largest employers and academic institutions, we will explore the establishment of an Ealing venture capital fund that could support entrepreneurs and micro businesses linked to our high growth sectors. We will also develop a progressive model to investing affordable workspace contributions secured through planning obligations. For example, this could be allocated as a grant or loan and supplemented by a match from the affordable workspace operators or tenants, or potentially securing an equity share in the business. This will assist creating a more dynamic economy, enabling, and encouraging entrepreneurs to establish new businesses and new jobs in Ealing.

Actions to deliver this strategic priority (Entrepreneurial economy, EE)

- EE1** Enable the creation of entrepreneur networks that will be better connected to our high growth sectors and the partners underpinning those sectors
- EE2** Produce jobs-led regeneration masterplans through partnerships, tailored to specific needs of a town or economic area, including prioritisation of a North Acton Masterplan to help catalyse the Imperial WestTech Corridor
- EE3** Expand and evolve the range of business support options under Good for Ealing to provide greater support for entrepreneurs, micro businesses and new start-ups
- EE4** Support and promote more 'meanwhile' uses to make the most of temporarily vacant or underused land, including entering meanwhile use partnerships with landowners
- EE5** Refresh our approach to procurement to unlock more and better contract opportunities for Ealing SMEs and micro businesses
- EE6** Enter into Civic University Agreements (CUAs) with local universities, starting with University of West London to prove greater support to the Westmont Hub
- EE7** Explore the establishment of an Ealing venture capital fund that could support entrepreneurs and promising micro businesses linked to our high growth sectors

[Click here to provide feedback on Entrepreneurial economy actions](#)

In Focus: Westmont Enterprise Hub. The hub is the University of West London's centre of ideation, innovation and incubation based at the heart of the St Mary's campus close to Ealing Broadway. The hub supports entrepreneurs to develop their brilliant business ideas and helps pre-startups grow – from the flicker of something smart, through to proof of concept and on to market. The hub proactively leads in matching ambitious entrepreneurs with the investment, resources, experts and support they need to make their ideas a reality and ultimately become a viable business. The hub will offer its services to anyone from within UWL or from west London and provides an excellent resource Ealing's highly entrepreneurial economy.

A sectoral approach to career progression pathways

We will establish and launch a series of Ealing specific career progression pathways and job matching across our high growth sectors, underpinned by clearly defined and well engaged training and qualification routes. These pathways will support every resident and worker to further their career and support a pipeline of talent for our businesses and employers.

[Click here to provide feedback on this statement](#)

- 4.23 There are a lots of adult education opportunities in Ealing and the west London sub-region, most of which are free, but many of our residents and workers have limited awareness of this and the potential progression pathways to higher levels of learning that exist. For young people, the myriad of choices in the education and skills system: what to study; where; what type of course; in what type of setting and so forth can be a barrier to them making the right choices to realise their ambitions and full potential.
- 4.24 In contrast, pathways for students pursuing academic options it is more straightforward to navigate, with A-Levels and then a degree at university. However, for those who decide upon the technical or vocational pathway, there are thousands of separate qualifications available, and many young people, particularly those from poorer backgrounds or groups underrepresented in

the labour market, still do not get the information, advice, and guidance they need to navigate the options available.

- 4.25 Considering the economic and employment challenges that our residents face in Ealing, it is vital and urgent that they and key referral partners know exactly what opportunities and support are available. This also includes businesses and employers who can find it difficult to navigate the adult learning and training offer and the available pathways for their workforce.
- 4.26 Inspired by the new government's ambition to establish Skills England (and a post-16 skills strategy) and to combine Jobcentre Plus with the National Career Service to make the skills system more accessible, the council will also play a more strategic role in connecting businesses and training providers. We will cause more collaborations, broker more relationships and form more partnerships between businesses, employers, and education and training providers, including a leading role in co-promoting opportunities and co-providing the in-demand skills to grow Ealing's economy.
- 4.27 This will include building on the important work of the West London Alliance (WLA) who produced a Progression Pathway Agreement, co-signed by key members of the west London provider networks, many of which the council works with already. On paper, this Agreement already sets out pathways for digital skills, creative skills, green skills and health and social care skills. However, we need to make it an accessible reality for our residents and through a refreshed and fully integrated Learn Ealing and Work Ealing offer we will ensure a higher number of our residents and workers get on those pathways.
- 4.28 Inspired by the WLA model, we will produce an Ealing Progression Pathways Agreement for our high growth sectors, which will also be co-developed and co-signed by skills providers, however unlike the WLA model it will include our Ealing schools, community and voluntary sector, key businesses, employers, and investors in those sectors. To ensure the delivery of that Agreement, we will co-curate and co-deliver Ealing Job and career fairs to provide inspiration to young people to explore

different career pathways and opportunities and essential support for adults seeking employment or career changes into our high growth sectors. A new Ealing Employment, Learning and Skills Hub would significantly enhance these partnership opportunities.

- 4.29 Delivering this strategic priority will further enhance our ambition to achieve Ofsted rating 'outstanding' for our Ealing adult and community learning service, as there is now a greater focus on curriculums that focus on progression opportunities for learners.

Actions to deliver this strategic priority (Progression pathways, PP)

- PP1** Strengthen collaborations, relationships and partnerships between providers of adult and community learning services to remove duplication and increase opportunities to share and integrate services for the learner
- PP2** Produce an Ealing Progression Pathways Agreement for our high growth sectors
- PP3** Ensure Ealing Progression Pathways include bespoke support and guidance for our most vulnerable and underserved groups, including long term economically inactive adults, care leavers, ex-offenders and young adults with additional needs
- PP4** Curate and deliver more Ealing Job and career fairs with businesses and investors within our high growth sectors
- PP5** Strengthen or relationship with Ealing and Hounslow Community Voluntary Service to enhance engagement and promotion of career progression pathways to their members and the vulnerable people they work with
- PP6** Further integrate our Learn Ealing and Work Ealing models and develop a comprehensive support package for businesses to accommodate and retain more Ealing residents

PP7 Promote the Ealing health and wellbeing strategy to businesses and support them with initiatives to create a healthier, happier and more productive borough workforce

[Click here to provide feedback on Progression pathways actions](#)

In Focus: Imperial WestTech Corridor. Building on the success of their White City Deep Tech Campus within the White City Innovation District, Imperial have now committed to developing a life science cluster within North Acton as part of the WestTech Corridor. This commitment has been possible by Ealing, and surrounding boroughs, possessing all the characteristics needed to deliver a globally competitive innovation ecosystem. This includes exceptional anchor research institutions, a diverse and productive population, access to investment capital, high-quality existing and planned infrastructure including major transport links, and a political environment that supports planned urban development and inclusive growth. Imperial, along with Ealing Council and the OPDC are already working in partnership on a shared goal to create both a world-leading hub for innovation, entrepreneurship and technological advancement, and a global beacon of scientific imagination.

5. Ealing's Seven towns

- 5.1 Ealing is made up of seven distinct towns, each characterised by a unique set of attributes. The economy varies across the towns, as does their capacity to create new jobs and attract investment.
- 5.2 This strategy and our new Local Plan are designed to facilitate sustained investment in each of these seven towns, ensure equitable distribution of new jobs and skills to satisfy local resident and local business needs. This area-based approach will help prevent any town from being overlooked or unduly burdened with excessive development pressures. We will continue to pay close attention to the relationships and connectivity between the seven towns which remains vitally important.
- 5.3 To deliver this new approach, we will engage with our communities to explore how our towns can expand and develop while preserving their distinctive character and heritage. We will accomplish this by crafting Town Plans and Town Forums that have the power to shape the priorities for their area.
- 5.4 Alongside this seven towns approach, we recognise the importance of other communities and identities that do not follow geographical boundaries, such as communities of culture, faith, interest, and need.



-
- 5.5 This strategy is informed by a detailed analysis of demographics, socioeconomic data, local business growth and investment trends across each of our seven towns. This helps us to understand how we might target employment support to those residents in greatest need, and to those businesses who are desperate to grow or diversify.

6. Delivering Ealing's Jobs and Skills Strategy

Governance

- 6.1 The council set up the Ealing Jobs and Skills Forum that has played a key role in the co-development the strategy. This Forum will be maintained over the five year term of the strategy.
- 6.2 The council will also be setting up a sector forum, or network, for each of the high growth and foundational sectors defined in table 1.

Monitoring and evaluation

- 12.1 The actions listed under each strategic priority will be collated into a comprehensive Action Plan that will include key performance indicators (KPIs) to help monitor delivery. An Action Plan monitoring report will be produced annually and published on the council's Good for Ealing website.

Next steps

- 6.3 This is a draft publication and we are seeking your feedback on the ideas presented. You can find out more and **share your comments by 22 August 2024** at: www.goodforealing.com
- 6.4 Following this consultation, the final strategy will be amended to reflect any comments received and adopted in Autumn 2024.

[Click here to add final comments about Ealing's Jobs and Skills Strategy](http://www.goodforealing.com)

7. Glossary of key terms

20-Minute Neighbourhood

A widely recognised urban planning concept that focuses on delivering growth and creating places where most people's daily needs can be met within a short walk, cycle or public transport trip. The benefits of a 20-minute neighbourhood is that it promotes active movements and improved physical health, reduces traffic, improves air quality and promotes local commercial activity

Affordable workspace

Workspace that is provided at rents maintained below the local market rate for a specific social, cultural, or economic development purpose. It can be provided directly by a public, charitable or other supporting body; through grant and management arrangements (for example through land trusts); and/or secured permanently by planning or other agreement

Artificial Intelligence (AI)

A technology that enables computers and machines to simulate human intelligence and problem-solving capabilities. On its own or combined with other technologies (e.g. sensors, geolocation, robotics) AI can perform tasks that would otherwise require human intelligence or intervention

Automation

The application of technology, programs, robotics or processes to achieve outcomes with minimal human input.

Creative and digital industries

Industries based on individual creativity, skill and talent, or which have the potential to create wealth and jobs through the development or production of intellectual property. In Ealing, this largely includes film, screen and music (pre and post-production)

Entrepreneur

An individual who creates a new business and bears most of the risks and enjoys most of the rewards. The process of setting up a business is known as entrepreneurship and these businesses are often innovative and become disruptors within more established industries

Foundational sector

A sector of the economy that creates and distributes goods and services that we rely on for everyday life. For example, the provision of universal basics like food, housing, health services and transport

Green economy

An economy that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It includes industries that are low carbon, resource efficient and socially inclusive

Gross Value Added (GVA)

An economic productivity metric that measures the contribution of a corporate subsidiary, company, or municipality (Ealing Council in this context) to an economy (the UK), producer, sector, or region

High growth sector

A sector of an economy which experiences a higher-than-average growth rate as compared to other sectors. Growth sectors often comprise new or pioneer industries that did not exist in the past and their growth is often a result of demand for new products or services, for example new green sector technologies to help tackle the climate crisis

Life sciences

An industry that is high-tech, innovative and highly diverse, spanning pharmaceuticals, medical technology (devices and diagnostics) and medical biotechnology, and has applications across many other sectors

Voluntary and community sector (VCS)

Organisations whose primary purpose is to create social impact rather than profit. It is often called the third sector, civil society or the not-for-profit sector

