

OUTER LONDON COMMISSION

FIFTH REPORT: COORDINATING STRATEGIC POLICY AND INFRASTRUCTURE INVESTMENT ACROSS THE WIDER SOUTH EAST

MARCH 2016



COPYRIGHT

Outer London Commission
March 2016

Published by
Greater London Authority
City Hall
The Queen's Walk
London SE1 2AA

www.london.gov.uk
enquiries 020 7983 4100
minicom 020 7983 4458

All photographs © GLA unless otherwise stated

CONTENTS

MAYOR'S FOREWORD	5
OLC FOREWORD	6
CHAPTER 1: INTRODUCTION	8
CHAPTER 2: CONTEXT	11
CHAPTER 3: FUNCTION	14
One wider area for managing growth	15
Economy	19
Infrastructure	21
Housing	21
Green Belt	22
Airports	23
Pan-regional or cross-boundary issues	24
Co-operative relationships beyond statutory requirements	24
A common evidence base	27
Accommodating different views	28
CHAPTER 4: FORM	29
Geographical area	30
Membership	30
Format	33
Management	33
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS	34
Conclusion	35
Recommendations	35
APPENDICES	39
Appendix 1 The Commission Membership	40
Appendix 2 Meeting Dates	41
Appendix 3 Questions	42

Appendix 4 London Harlow - Creating a symbiotic relationship	44
Appendix 5 London Stansted Cambridge Consortium extract	47

MAYOR'S FOREWORD



I would like to take this opportunity to thank the Outer London Commission for three excellent reports which make an important contribution to the wider debate on how London should accommodate and deliver substantial levels of growth sustainably.

The Commission's three reports grapple with the critical planning issues facing the capital now and over the longer-term. This includes:

- speeding up housing delivery on brownfield sites, alongside the provision of essential infrastructure and addressing other barriers to housing delivery;
- accommodating housing growth in a balanced and sustainable way, whilst also maintaining overall economic growth and productivity; and
- working collaboratively with partners in the wider South East.

I commend these reports to any incoming Mayor. They provide sound, independent and sometimes challenging advice to inform the next London Plan and engagement with public and private sector stakeholders on key housing and planning challenges facing the capital.

I also urge Government to consider the Commission's recommendations positively, particularly those which advocate legislative and fiscal reforms and put forward the case for further devolution to London to help enable the capital to address its unique circumstances and foster growth which will also benefit the country as a whole.

A handwritten signature in black ink, which appears to be 'Boris Johnson'.

Boris Johnson
Mayor of London

OLC FOREWORD



Dear Mayor

Fifth Report of the Outer London Commission

At the beginning of this year (2015) you asked the Outer London Commission to provide advice to inform alterations and review of the London Plan, focusing on:

- residential parking policy in parts of outer London;
- possible arrangements for more effective coordination of strategic policy and infrastructure investment across the Wider South East;
- scenarios for accommodating London's future growth; and

measures to address barriers to housing delivery.

The Commission has already advised you on options for addressing parking policy in parts of Outer London. These informed your draft Minor Alterations to the London Plan which have recently been subject to an Examination in Public.

In July 2015 the Outer London Commission met in public in each of the four outer London sub regions to seek the views of outer London boroughs, businesses and other stakeholders on how best to address the remaining elements of your request. Drawing on discussion at these meetings, submissions from stakeholders and other evidence, the Commission now wishes to provide advice specifically on possible arrangements for more effective coordination of strategic policy and infrastructure investment across the Wider South East. This is timed to inform the second Wider South East 'Summit' organised by yourself, the East of England Local Government Association (EELGA) and South East England Councils (SEEC) on 11th December 2015.

The Commission's final report on growth scenarios and measures to address barriers to housing delivery will be submitted in spring 2016.

In submitting this report, the Commission would like to thank the boroughs, businesses, voluntary groups, and individuals for their representations. Their contributions have been immensely important to the work of the Commission.

Yours faithfully,

William McKee CBE

Chair of the Mayor's Outer London Commission

CHAPTER 1:

INTRODUCTION

-
- 1.1 London Plan policy 2.2 sets out the Mayor's approach to working with regional and sub-regional partnerships, local authorities and agencies in the East and South East of England in order to secure the sustainable devolvement and management of growth in the wider metropolitan area and to co-ordinate approaches to other strategic issues of common concern. There are 156 local authorities and 11 LEPs within this area, which is sometimes referred to as the Wider South East (WSE). This covers London and the former East and South East of England regions.
 - 1.2 Under the Greater London Authority Act 1999 (as amended), the Mayor of London must consult and inform local authorities in the vicinity of London about the preparation of the London Plan. In terms of the preparation of the plans of authorities outside London, these authorities and the Mayor must address the 'duty to co-operate' (DTC) as introduced by the Localism Act 2011. National Planning Policy Guidance (NPPG) states that 'cooperation between the Mayor, boroughs and local planning authorities bordering London will be vital to ensure that important strategic issues, such as housing delivery and economic growth, are planned effectively'.
 - 1.3 In October 2012, the Mayor published a discussion paper on cross boundary co-operation¹. Following a number of officer level workshops, a senior officer group (Strategic Spatial Planning Officer Liaison Group – SSPOLG) with some 20 voluntary representatives from across the Wider South East, was established in early 2014 to discuss approaches to strategic spatial planning and the potential for sharing data. It has so far focused largely on demography, housing and infrastructure issues².
 - 1.4 At a political level, London's Deputy Mayor for Planning has met with the leaders of South East England Councils (SEEC) and the East of England Local Government Association (EELGA) to informally discuss common strategic policy and investment issues. These are umbrella organisations for most of the former East and South East England regions respectively.
 - 1.5 Following the first DTC responses by the Mayor and in the run-up to the Examination in Public of the Further Alterations to the London Plan (FALP) in September 2014, some authorities beyond London but within the Wider South East (RoSE – Rest of the South East) indicated that they had not been engaged sufficiently in preparation of the Alteration. They asked to be more closely involved in the Full Review of the London Plan.

¹ Cross-boundary cooperation on strategic planning for London and the wider metropolitan area – a discussion paper, Mayor of London, October 2012 http://www.london.gov.uk/sites/default/files/Cross%20boundary%20discussion%20paper%20October%202102_0.pdf

² <http://www.london.gov.uk/priorities/planning/cross-boundary-strategic-planning-co-operation>

- 1.6 Since then, the Mayor, EELGA and SEEC have jointly been investigating options for more effective co-ordination of strategic policy and infrastructure investment across the Wider South East. This led to the first Wider South East summit in March 2015, at which leading councillors discussed potential objectives and arrangements for a new structure. All authorities within the Wider South East were invited to the summit and over 100 attended. It concluded with broad support for the creation of a mechanism to take forward discussions between London, East and South East England on more effective arrangements for coordinating strategic planning policy and infrastructure investment across the wider region.
- 1.7 In July and September 2015, five independently chaired, member level roundtable meetings took place to develop recommendations for more effective co-ordination arrangements. Their outcomes will inform a second Wider South East summit planned for 11 December 2015. As part of the above process, this Outer London Commission report and the recommendations stemming from it are designed to inform the debate by providing a London perspective to the Mayor on the issues and potential future arrangements.
- 1.8 In order to inform the report's recommendations, at the same time as the Wider South East roundtable debates, the Commission also met in public in July in each of the four outer London sub regions to seek the views of outer London boroughs, businesses and other stakeholders on how best to address the Mayor's request to provide advice on possible arrangements for more effective coordination of strategic policy and infrastructure investment across the Wider South East, from a London perspective. To inform those discussions, the Commission set out a series of questions for participants to consider. A full list of the questions is set out in Appendix 3.
-

CHAPTER 2:

CONTEXT

- 2.1 The Commission believes there is a general recognition of the need for some form of regional co-ordination to address common strategic issues. Though we recognise that it may not be appropriate to set out in detail what those mechanisms might be, we have suggested principles on the types of approach that might be relevant .
 - 2.2 The Wider South East can be seen as a network of cities/towns/hubs of different sizes and types which, to varying degrees, are interlinked. While London has over 8.5 million residents and accounts for nearly a quarter of national output, its attractions depend in part on it being within a region which generates almost half of the country's economic output and which is home to 23 million people. With 800,000 – 900,000 workers commuting in and out of London every day, the capital is a central feature of this region and benefits from access to its immense labour market. However as Figure 1 shows, there are also other hubs generating sub regionally critical commuter flows with their own distinct labour markets.
 - 2.3 Similarly, London's net domestic migration balance (the difference between in-migration of UK residents to London and out-migration of UK residents out of London) with the Rest of the South East (see Figure 2) can range from -30,000 pa to over -90,000 pa (depending on the state of the economic cycle and the strength of inflows to London from further afield) and can be a major concern to some RoSE authorities. However, together with other complex domestic and international migration flows (including a significant excess of births over deaths), it is taken into account when assessing the capital's housing needs, which the London Plan is designed to address.
 - 2.4 Thus, it is clear than no one place can be planned in isolation, a factor which is particular true in the case of London. For constructive strategic planning and infrastructure investment purposes, different elements of the region must, to varying degrees, be considered as inter-dependent, if not a fully integrated entity. Many of the connections are indirect, via overlapping housing and labour markets, and not fully recognised at present.
 - 2.5 In this context, many boundaries may appear arbitrary in functional economic terms, though for the practicalities of strategic planning and investment they are very real. The emerging new coordination arrangements must be capable of taking into account both these considerations. Outside of London district authorities are responsible for planning and counties for transport, education, emergency services, etc and their aspirations may not always be the same. For analytical purposes, we must recognise that strategic challenges and opportunities facing the economy, housing and some aspects of the environment and infrastructure provision are also interrelated and cannot be addressed in isolation.
-

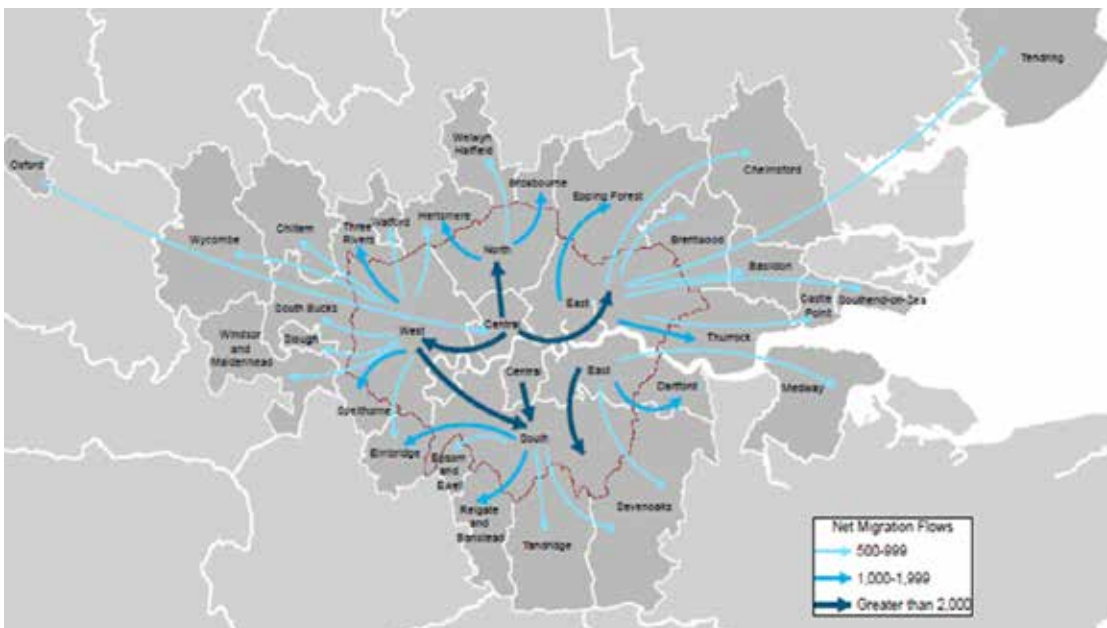
- 2.6 If the right connections are made, this will enable more effective spatial planning. We have found a general acceptance that this should be achieved through willing co-operation – a shared process rather than imposed structural solutions – and through this, shared ownership may emerge. Finding agreement on the initial process will provide confidence in addressing challenges for the future. However, whatever is agreed it needs to be sufficiently flexible to evolve in the longer term to address changing issues.

Figure 1 Commuter flows in the Wider South East 2011 Census



Source: Alasdair Rae

Figure 2 Net Migration Flows mid 2009 – mid 2013



Source: GLA Intelligence

CHAPTER 3:

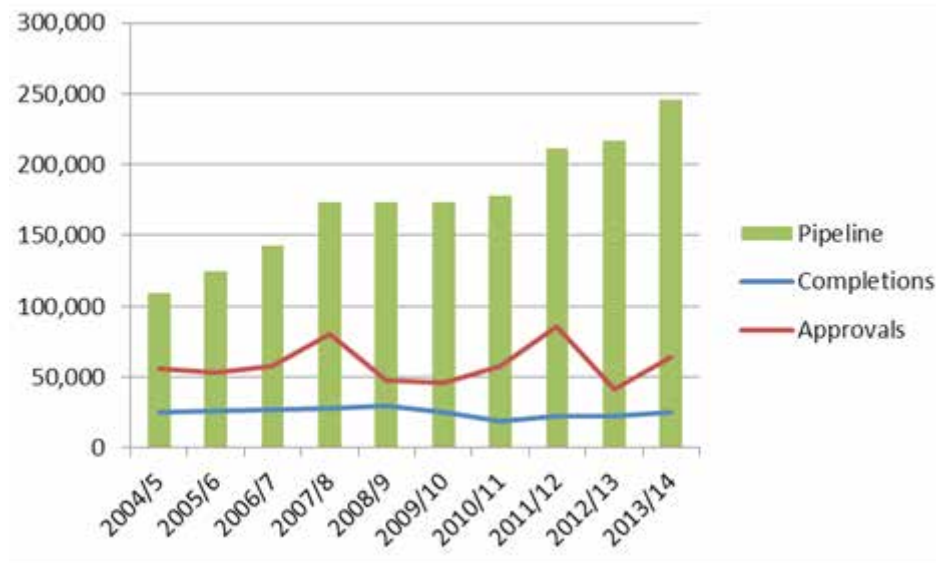
FUNCTION

One wider area for managing growth

- 3.1 Discussions with some RoSE stakeholders suggest there may be some misconceptions over the extent of the London housing market area and what is meant by the London Plan being 'designed to meet London's housing needs'. The London Plan acknowledges that while it is designed to meet the capital's needs within its boundaries in planning terms, the market area extends beyond them. The Strategic Housing Market Assessment (SHMA), which informs the Plan, was prepared in light of government guidance which applies to SHMAs nationally and so took into account the net effects of different migration and 'natural change' flows (see para 2.3 above). The SHMA shows that London requires 49,000 homes a year to meet its needs over 20 years. The London Plan also incorporates supply-side targets and policy to bring forward enough housing capacity to at least meet these needs (in fact approvals over the last decade have exceeded 50,000 pa).
- 3.2 That does not mean that domestic out-migration will cease. While London will meet its needs in planning terms, there will still be out-migration to RoSE, just as there is from many other urban areas in the UK. However, this flow could be substantially enlarged if approvals cannot be translated more effectively into completions. London's approvals pipeline now totals 245,000, but over the last decade only 25,000 conventional dwellings a year have been completed³. This challenge is not unique to London, and the Rest of the South East may also wish to consider suggesting ways to address these barriers to housing delivery in collaboration with London.
- 3.3 There are differing views on the mechanisms necessary to tackling these barriers to delivery. Some entail fine tuning existing 'levers' eg more effective training for the construction sector or enhancing delivery skills within local authorities/ transport authorities. Others could require a more radical reappraisal of the operation of the housing market, ranging from mechanisms to accelerate build out rates on individual sites, to more fundamental considerations including the effect of generally tight land supply on these rates, and whether London (and perhaps RoSE) have reached a long term, 'natural' level of completions from the current set of 'players' in the market. In this context, boosting the Private Rented Sector could be important but it seems unlikely it will be sufficient to compensate for the loss of council house building that was seen in the 1980s (see Fig 4), much less augment output to a level which approximates to that of need. However, new PRS delivery models coupled with a revival of local authority built housing could provide opportunities to move significantly towards closing the gap between completions and need. These issues will be discussed in more detail in the next OLC report which addresses barriers to housing delivery.

³ GLA London Development Database

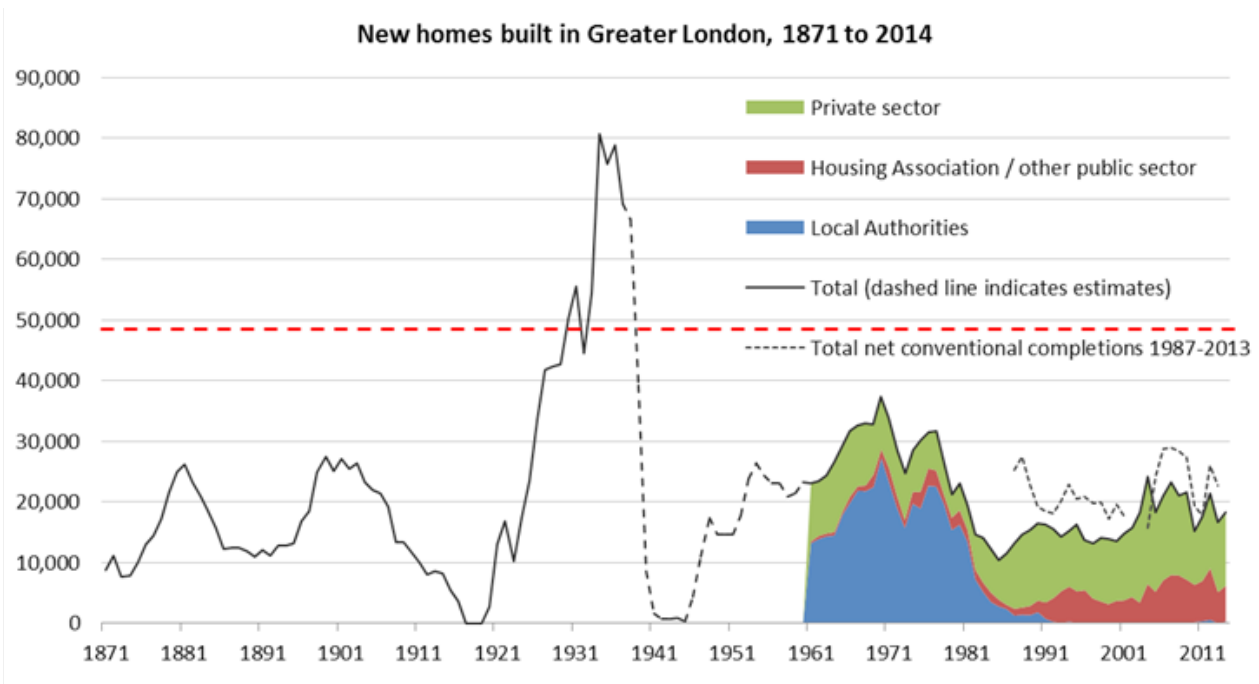
Figure 3 London’s housing pipeline (net conventional dwellings)



GLA, London Development Database

Figure 4 Housing completions by delivery sector

(red dotted line - - - = current 49,000 target)



Source: GLA Housing & Land

3.4 A clear view from the roundtable debates and OLC sub regional meetings and submissions is that London cannot plan for growth in isolation from the communities that surround it. While the 2015 Further Alterations to the London Plan (FALP) were designed to enable London to ‘consume its own smoke’, there remains concern about London’s future longer-term growth over and above that

anticipated in the SHMA. At the moment, monitoring suggests that the London SHMA demographic trajectories remain relatively robust, in that need may be slightly higher for the longer term but not to the extent that had to be addressed by the FALP (a 50% increase in population growth from c50,000 pa to over 75,000 pa⁴). That being said, the balance of risk may be on the 'up-side' (need possibly rising from 49,000 pa to the low 50,000s pa) which in turn suggests that it would be prudent for a review of the London Plan to consider development scenarios that could accommodate greater growth pressures.

- 3.5 Both the Commission and the regional roundtables have discussed some of these growth scenarios to varying degrees. The scenarios can be broken down broadly into those which might entail predominately 'building up or building out', both of which are being explored in more detail in the next OLC report on impacts for growth .
- 3.6 Those 'building out' scenarios might entail partnerships with authorities beyond London where infrastructure investment might enable greater development in appropriate locations, in particular strategic transport corridors eg along the London-Stansted-Cambridge corridor; and possibly associated with an extension of Crossrail 1 along the south of the Thames estuary; and/or possibly extensions to existing towns outside London. Other suggestions have included development associated with improvements to the C2C line on the north side of the estuary, to the east associated with 'Norwich in 90, Ipswich in 60' or, for the longer term, measures to make better use of development and transport capacity to the north released by HS2.
- 3.7 Another 'building out' option considered by the Commission might entail selective release of parts of the Metropolitan Green Belt (both inside and outside Greater London).
- 3.8 The 'building up' scenarios essentially develop on new policy introduced by FALP to encourage higher density development in appropriate locations within London which are or will be well served by public transport. These include some Opportunity /Intensification areas, town centres, surplus industrial land (eg where there is scope for relocation/'cohabitation' with other uses). Other scenarios include existing social housing estates renewal, 'supurbia' (selective redevelopment of some parts of the suburbs) and development in association with an increase in airport capacity. These scenarios will be explored in more detail in the next OLC report on options for growth.
- 3.9 Regardless of the complexities surrounding housing supply, it should be recognised that London's 'needs' extend beyond housing and includes other requirements such as those associated with employment growth. The FALP flagged that its 32,000 pa long term employment growth projection had not

⁴ The London Plan (2015) consolidated with alterations since 2011

taken full account of London's strong recovery from the recent recession. It is now thought that future growth could be in the low 40,000s pa, and some commentators have suggested significantly higher figures. A number of outer London boroughs indicated that businesses are relocating across boundaries to sites outside London. These boroughs suggested that this may be for a variety of reasons – suitability of sites, supporting infrastructure, costs, access to labour market, value of sites in higher value uses, etc⁵. Some of these boroughs thought that the trend was becoming more and more noticeable. However, whilst this is a concern of some outer London boroughs, business representatives did not consider it to be a particular problem. Although they acknowledged there would be local impacts of losing certain businesses and jobs, they felt that overall this should not be seen as job losses but the redistribution of jobs across the region. From a business perspective, this is just the market operating as it should⁶.

- 3.10 In relation to planning for housing, this raises the possibilities both of an increased demand to live close to such areas of employment growth, and of a potential for developing mixed and balanced communities there (with jobs, housing and supporting infrastructure). That might be consistent with the argument that planners' direct control of such spatial shifts is more limited than often assumed⁷. There is clearly scope for some positive planning interventions (e.g. facilitating/funding infrastructure investment such as the Crossrail 2), to have strategic implications for where people/firms will choose to locate. But it must be recognised that people have always moved in and out of London (see para 2.3 above on net domestic outmigration), in directions largely shaped by market forces. The underlying processes and their ramifications for patterns of development across the Wider South East are complicated and need to be much more fully understood for effective planning.
- 3.11 Discussions at the Wider South East roundtables indicated support for closer political engagement⁸. However, abolition of regional planning outside London has removed the scope for traditional planning at this scale (indeed there is still an apparent aversion to 'top down' strategic planning, though this may be abating at County level as their 'infrastructure plans' are introduced). What is becoming increasingly clear, however, is the need for a forum or 'place' to facilitate the 'larger than local' discussions and debates that must be had to tease out the regional and sub-regional issues and respond to higher level opportunities that are missed at the local level⁹.

⁵ OLC Sub Regional Meeting Ealing 15.07.15

⁶ Commission Private Meeting 21.09.15

⁷ OLC Sub Regional Meeting Bexley 29.07.15

⁸ Wider SE Roundtables

⁹ Harlow Council Submission

3.12 The roundtables noted that London already has a strong voice, but that local authorities within RoSE are not getting sufficient support for infrastructure required to accommodate their strategic growth ambitions¹⁰. The British Property Federation also pointed out that the distinct drivers and priorities, of both sets of areas need to be recognised if the full potential of either is to be achieved¹¹. Coordinating growth across the wider region through a single voice makes a stronger and more coherent case for regional infrastructure requirements, especially in terms of engaging with bodies such as the Treasury, Whitehall and Network Rail. For example, it was pointed out that Network Rail is not necessarily concerned about growth corridors per se as their investment priorities are about managing demand across their network, which might not necessarily be in line with wider growth objectives. It was therefore felt that a more co-ordinated approach to managing growth and addressing strategic issues across the wider area would influence investment decisions to everyone's benefit. Not only that but a single stronger voice would potentially enable not only the further devolvement of power to the region and further facilitate the influencing of government policy, but also engagement to secure a more coherent government approach to the whole of this key region..

Strategic policy issues which would benefit from being considered through some co-ordination of planning with authorities across the Wider South East

3.13 There seems to be strong agreement about the strategic issues that would benefit from being considered through co-ordination of planning by authorities across the Wider South East. They include housing, economy, and transport infrastructure, with some aspects of the environment eg addressing climate change and water supply. Some social infrastructure requirements and deprivation were also raised. However, it was clearly noted that different issues may require different approaches.

Economy

3.14 The economy has a clear strategic dimension. Whilst many talk about the strength of London's economy and it being the engine room of the whole of the UK, the importance of RoSE's economy should also be recognised in its own right. Jointly the two are self-evidently the nation's economic power house, accounting for nearly half its GVA and supporting over 13 million jobs¹². Figure 5 shows growth in employment across the Wider South East. Comparative analyses of economic growth, development and regeneration informed by the latest data on structural and employment change would help decision makers to understand how to strengthen the relationship between, and the prospects for, different places

¹⁰ Wider SE Roundtables

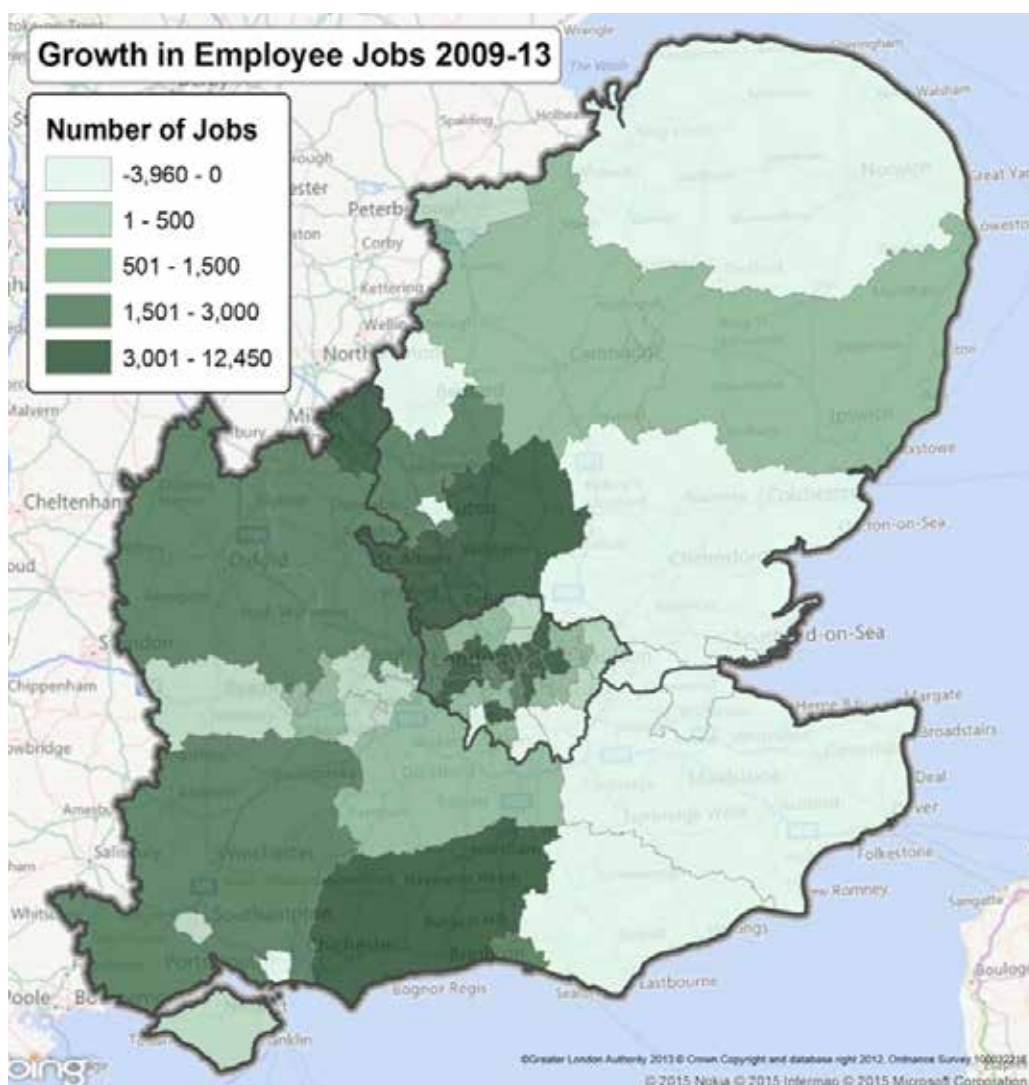
¹¹ British Property Federation Submission

¹² Wider SE Roundtables

particularly in outer London and those in the wider region¹³.

- 3.15 One view held that meaningful and constructive conversations about economic interactions and co-operative initiatives were more likely if they focused on more particular concrete issues relating to specific sectors, skills, relations between town centres etc., rather than general concerns with local 'economies'¹⁴.
- 3.16 Authorities in the RoSE also indicated that they would benefit from earlier and ongoing input to London Plan economic priorities/ employment locations and their implications/opportunities for areas outside the capital¹⁵. This seems sensible and reasonable, particularly if the outcome is that the region's potential is managed in a more co-ordinated manner.

Figure 5: Growth in Employment 2009-13



Source: GLA Economics

¹³ Martin Simmons Submission

¹⁴ Commission Private Meeting – 21.09.15

¹⁵ Wider SE Roundtables

Infrastructure

- 3.17 Infrastructure, and particularly transport infrastructure, is an issue which naturally lends itself to co-ordinated planning across authorities in the Wider South East. The interdependency between London and the RoSE noted above is self-evident, especially in relation to commuting patterns – see Figure 1. Improvements to inter-regional public transport and the need for more and better transport infrastructure, particularly public transport and capacity, would clearly benefit from a more regional perspective to enable more effective dialogue with partners to harness potential opportunities. The roundtable discussions highlighted the perception that whilst a lot of work is underway in London through TfL and the Mayor, beyond London infrastructure (particularly rail and road) is at capacity and there is insufficient investment into its delivery. Collective action on these issues would be of value, creating and delivering a regional narrative with some consensus about priorities¹⁶ and potentially securing funding and delivery for key strategic projects for London and the RoSE.
- 3.18 Capacity issues in relation to water and other infrastructure such as energy should also be seen as important and potentially strategic¹⁷. A lead strategy for infrastructure for the Wider South East, similar to that of the London 2050 Infrastructure Plan, would not only help to create opportunities, but is an economic tool in itself. Unlike the often perceived threat of housing growth, the possibility of infrastructure investment encourages and enables more positive dialogue. Joint work around a regional narrative about unlocking growth and opportunities will also aid discussions with utility providers.

Housing

- 3.19 Housing is clearly seen as the pressing strategic issue, but the Commission acknowledges that delivering a coherent regional narrative for it may prove elusive. The current housing 'crisis' is not a new phenomenon; it has been developing over a long time period, but is now perceived to have reached a critical point, whether it be in terms of output relative to need/demand, affordability, relative tenure costs/preferences or locational preferences/ability to pay. Two broad views were expressed to the Commission about how the spatial distribution of housing should be planned for. One of these views was that within London, outer London should not be 'stifled' by becoming just a 'dormitory' for central London's workers¹⁸; this is also a view held across the wider South East¹⁹ despite the access to higher incomes that such a 'dormitory' function implies.
- 3.20 The alternative view, following the current logic of SHMAs, effectively assumes

¹⁶ Barking and Dagenham Submission

¹⁷ Martin Simmons Submission

¹⁸ OLC Sub Regional Meeting Enfield 15.07.15

¹⁹ Wider SE Roundtables

that, at the sub-regional level within this interconnected region, the local balancing of labour demand and supply could be left to the market, via the choices people make about where to live and commute to. The planning issue is then one of securing a balance between estimates of future housing demand, reflecting actual recent trends in household movement and of housing supply eg by taking account of net migration over the long term or across an economic cycle, rather than the five years currently used by ONS/CLG. On balance, the Commission is inclined towards this latter view, looking for ways in which the SHMA process could be enhanced by taking account of wider spatial processes, rather than trying to link future population and employment changes at a local level.

- 3.21 A greater understanding of barriers to housing delivery affecting various parts of the region and having a regional narrative about ways to tackle them would also be useful. For example, the roundtable discussions highlighted the need for investment in skills to meet local construction sector needs, while delivery everywhere is liable to be affected by a general land supply shortage across the WSE . A more joined-up approach to these kinds of issue would allow for a more co-ordinated and effective response. The Commission's next report on Options for Growth and Barriers to Housing Delivery, which will be published in early 2016, will explore these issues further.

Green Belt

- 3.22 The Metropolitan Green Belt was implemented incrementally over a period of time through development plans and the extent of it is much larger than was originally conceived. Often the 'elephant in the room', approaches to dealing with the Green Belt as a potential source of additional land for housing remains a contentious issue for authorities either side of the Greater London boundary. With the continued pressure for housing and the potential for relocation of some employment currently based in London, various commentators are now calling for a broader approach to reviewing the Green Belt, rather than an incremental/ piecemeal approach of removing specific parcels of land. At its most radical, this could include a review of its five main purposes, not least that to prevent settlements merging (which with modern sustainability objectives may be a less valid concern than in the inter-war years) and the definition of Green Belt boundaries as defensible for the long term.
- 3.23 Notwithstanding calls to defend its current form, a number of Green Belt reviews are already taking place both inside and outside London. For example, in outer London boroughs like Redbridge and Hounslow, and immediately beyond London in Elmbridge , Broxbourne, Uttlesford and East Hertfordshire. Some authorities are undertaking joint reviews, such as Epping Forest and Harlow²⁰. However it has been suggested to us that many authorities outside London feel forced into

²⁰ OLC Sub Regional Meeting Enfield 15.07.15

undertaking their own reviews²¹. It has also been suggested that if the Mayor is serious about a region wide approach to unlocking growth he should consider how a strategic Green Belt/Metropolitan Open Land review within London can be co-ordinated with a wider review of the Metropolitan Green Belt as a whole²². As stated above, a regional view about the functions of the Green Belt and their interpretation would be helpful, but given the existing diversity of views, this might be difficult to achieve. Nevertheless, there may be value in working towards a consistent methodology to a Green Belt review across the wider region.

- 3.24 Such a strategic review in London may raise legal issues. The NPPF is very clear that Green Belt reviews should be a local planning authority matter and the two London's Mayors have so far accepted this. However, S30 of the GLA Act enables the Mayor to take action to further one or more of the authority's principal purposes²³. Moreover, the London Plan is legally part of the Development Plan for any area of London and, more practically, the NPPF is clearly written with single tier planning authorities in mind. A case might well be constructed to justify Mayoral/strategic involvement in a review (he already addresses other issues to which the NPPF attributes responsibility to the local planning authority). A formal legal opinion on the admissibility of the Mayor leading a strategic review might inform this.
- 3.25 The Commission supports the view that a strategic review of the Green Belt would assist in the consideration of options/scenarios to provide for London's growth. If sufficient land can be found to meet London's housing growth without consequences for the Plan's policies then clearly this would be the preferred option. However, some commentators have indicated that this might not necessarily be the case. In particular, there is growing concern at the loss of industrial land to housing and increasing densities in outer London beyond its town centres and opportunity areas which may prove unacceptable. In these circumstances, the Commission believes a strategic review of the Green Belt would inform policy choice.

Airports

- 3.26 Aviation and airports have also been suggested for the mix of policies and proposals that might merit strategic consideration under the new arrangements. Notwithstanding the Davies Commission's Report and the awaited response from central Government, it is clear that the impact of airports, such as those on air quality, noise, traffic, and their benefits, such as job creation, business links and global connectivity not only affect the authorities in which they are located but also a much wider area, and have implications for associated infrastructure provision and consequent growth potential.

²¹ OLC Sub Regional Meeting Enfield 15.07.15

²² OLC Sub Regional Meeting Ealing 12.07.15

²³ GLA 1999 (as amended) S30

Pan-regional or cross-boundary issues

- 3.27 It has been suggested that any new co-ordination arrangements should follow the 'subsidiarity' principle and focus on matters which cannot be addressed by lower tiers in the local government structure. Such 'big picture' pan-regional issues go beyond those that are of local cross boundary relevance only²⁴. Submissions to the Commission suggested that local cross-boundary issues could include localised transport initiatives such as park and ride facilities and should be addressed at sub-regional level, whereas pan-regional proposals such as extensions to Crossrail and Crossrail 2 should be considered in a wider context and be addressed by the new arrangements²⁵. Also, some services and facilities which serve wider than borough catchments, for example regional shopping centres like Lakeside, have a wider than local cross border influence and fall into the 'big picture' category of strategic issues²⁶.
- 3.28 It has also been suggested that there is a need for mechanisms to ensure the co-ordination and delivery of infrastructure and public services affected by local cross-boundary growth eg schools, health, water supply/treatment, waste etc²⁷. Joint work to make the case for funding/devolution powers to deliver public service requirements arising from growth is an important concern and depending on their scale may be cross-border or pan -regional²⁸. At whatever scale, we see the development of collaborations as helpful in developing a shared understanding of regional issues, and habits of co-operation.

Co-operative relationships beyond statutory requirements

- 3.29 Local authorities in London and the RoSE have a long history of working together on a voluntary and non-statutory basis and there are already a number of existing groups and relationships that enable a variety of discussions to happen. However, as a number of organisations point out, consensus about the need for and the delivery of sub-regional growth can falter at the local planning level²⁹. Many believe that the planning void created by the abolition of the Regional Spatial Strategies has not really been addressed by the Duty to Cooperate^{30 31}, though there appears to be no appetite to recreate 'regional strategies', at least in their historic form.

²⁴ Wider SE Roundtables

²⁵ LB of Kingston Submission

²⁶ OLC sub regional meeting - Bexley 29.2.15

²⁷ Wider SE Roundtable

²⁸ Wider SE Roundtables

²⁹ Harlow Council Submission

³⁰ Harlow Council Submission

³¹ British Property Federation Submission

- 3.30 The Duty to Cooperate was established through the Localism Act 2012 and its application is detailed in the National Planning Policy Framework. Whilst its purpose is to enable more collaborative discussions between authorities to resolve common strategic challenges, in practice this does not always occur. Many have highlighted its ineffectiveness – in that in the legal sense authorities have to demonstrate, as part of the examination into their local plans, they have talked to their neighbouring authorities but their duty to cooperate is not a duty to agree³². The Commission feels the circumstances which these issues will expose will become of greater importance in the future. In particular, some submissions to the Commission have stressed the unintended consequences of the Duty in exposing the intent of some local authorities to avoid responsibility for meeting their own housing requirements and those of neighbouring authorities³³; there is then a question as to whether this is an issue of soundness for local plan inquiries. It appears that evidence of discussions on the process of discharging the Duty is cited much more frequently at Local Plan Examinations in Public than specific Memoranda of Understanding on cross border resolutions of housing need and supply. Furthermore, the Duty is only designed for resolving local cross border issues and is not an appropriate mechanism for addressing region wide strategic issues. However some boroughs felt it did have some value, for example in relation to waste plans.³⁴
- 3.31 In the sub regional meetings, a significant number of outer London boroughs emphasised that there were already productive relationships between themselves and their neighbours beyond London³⁵. Some outer London boroughs may have as much in common with their neighbours outside London as they do with those within the capital. These different types of relationships vary depending on the issues being addressed. For example, one outer London borough outlined how they worked with their neighbours on skills training so that courses in further education colleges were distributed more effectively across the London boundary to increase the variety of opportunities available to their respective populations, rather than trying to compete for the same students³⁶. Other relationships are based on other boundaries as in the health sector, where boundaries do not always match local authorities' such as in Bexley and Dartford, whose residents are in the same hospital catchment area.
- 3.32 Another outer London borough described its work with neighbours outside London to co-ordinate approaches to development opportunities³⁷. In fact there are already dialogues related to the opening up of opportunities that extend

³² OLC Sub Regional Meeting Enfield 15.07.15

³³ British Property Federation Submission

³⁴ OLC sub regional meeting Ealing 21.07.15

³⁵ OLC Sub regional meeting Bexley 29.07.15

³⁶ OLC Sub regional meeting Bexley 29.07.15

³⁷ OLC Sub regional meeting Bexley 29.07.15

beyond adjacent boroughs. For example, the London– Stansted- Cambridge Consortium supporting the four tracking rail project has developed over time and is now attracting funding and delivery partners (see appendix 4). This is also being considered at a more local level eg by Harlow Council – see appendix 5 Other corridor based transport-led discussions include exploring the potential for extension of Crossrail 2 into Epsom in Surrey and Cheshunt in Hertfordshire; of Crossrail 1 into Kent and of C2C in Essex, although discussions on this have not progressed as far. Those associated with the ‘Norwich 90/Ipswich 60’ project are even less developed.

- 3.33 Resourcing is an important issue that came up repeatedly in discussions about building more co-operative relationships. Whilst it is acknowledged that in order for these relationships to be effective, there is a need for them to be resourced, this must be set against the background of limited resources and further cuts that local authorities face. Use should therefore be made of existing umbrella organisations such as SEEC and EELGA rather than the creation of new ones³⁸. A number of existing umbrella arrangements were cited as good practice models, such as SSPOLG (Strategic Spatial Planning Officer Liaison Group) and the LSCC (London Stansted Cambridge Consortium)³⁹.
- 3.34 A concern raised at the sub regional meetings was that the term ‘co-ordination’ could be seen as threatening, ‘being forced into doing something’, whereas the term ‘collaboration’ was more appropriate. It was also stressed that the building up of relations will take time and should be seen as a long term process⁴⁰. There was a general consensus that rather than being forced into relationships that some did not want and so waste resources, the focus should be on ‘coalitions of the willing’ to ensure fruitful partnerships. However, it was noted by some that in taking forward these relationships care should be taken not to go too far down the route of only dealing with such coalitions, as that might exclude other potential strategic options⁴¹.
- 3.35 It was suggested that lessons from elsewhere on other types of arrangements should be learnt such as from the Greater Manchester Combined Authority, which includes ten authorities who are co-ordinating their key economic development, regeneration and transport functions, or the Newcastle city region where seven local authorities share ownership of Newcastle International Airport⁴². These are much more structured arrangements than have been suggested for the Wider South East. Their relevance here may be in the long build up of co-operative relations that preceded their formalisation. For the foreseeable future in this part

³⁸ Gatwick Diamond Strategic Partnership Submission

³⁹ OLC sub regional meeting Enfield 15.07.15

⁴⁰ OLC sub regional meeting Enfield 15.07.15

⁴¹ Commission Private Meeting 21.09.15

⁴² British Property Federation Submission

of the country, it could be more useful to review less formal historic arrangements, not least the strengths and weaknesses of SERPLAN as a delivery rather than a discussion body.

A common evidence base

- 3.36 There was a consensus in both the sub regional meetings and submissions to the Commission, as well as the roundtable discussions, that a common evidence base is important and that robust, consistent and objective data is required to inform the issues and in discussions with Government about the needs of the Wider South East. This would require a degree of trust and strategic co-ordination to be able to rely on the evidence for all parties concerned⁴³, and the SSPOLG suggest that this could be underscored by joint commissioning of projects⁴⁴. There is however existing work and information already available and it would be important to build on this. SSPOLG is currently preparing a 'stocktake' of available data of strategic relevance across the Wider South East. It is understood that an overview of work towards a shared understanding and a common data base will be presented to the second Wider South East summit. The GLA, in particular, has an extensive databank for London and provides a capability for the 33 London boroughs to provide a London wide picture. The GLA is currently investigating how to extend the scope of its demographic and employment projection models to cover districts beyond the London boundary, allowing consistent projection scenarios to be created for the wider region. This type of approach is encouraging. However it was pointed out that in order to be effective it needs to go a lot further than being a 'glorified' platform for statistics⁴⁵. Some form of analysis would be beneficial such as was undertaken for SERPLAN, in order to understand better how trends in development in different parts of the regions interact. In order to be robust and fit for purpose, a common evidence base would require appropriate resourcing. This issue was also identified in the roundtable debates and it was considered that it should not be 'done on the cheap', as it would be used for discussions with Government about needs of the Wider South East⁴⁶. It was also suggested that authorities should make a proportionate contribution.⁴⁷
- 3.37 Having a shared understanding of demographic and household projections in particular would be helpful. However, a fundamental step would be to get everyone to agree to the terms of consistency of datasets. . Currently there is some difference in view on the appropriateness of population projections issued by the ONS and CLG (which are based only on the most recent 5 year trends) and those prepared by the GLA which produces a range of projections including

⁴³ OLC sub regional meeting Ealing 21.07.15

⁴⁴ SSPLOG

⁴⁵ Private Commission Meeting 21.09.15

⁴⁶ Wider SE Roundtables

⁴⁷ Wider SE Roundtables

one based on a longer historic time series eg to take into account the impact of the recession on migration patterns. It is understood that some of the RoSE concerns over this relate to potential delays in the local plan making process when additional longer-term projections have to be considered. However, the Commission sees this as being important for informing the planning process. A joint, region-wide representation to CLG and ONS should have considerable weight in securing variant projections based on a longer time series.

- 3.38 A common understanding of demographics and household projections could in turn inform a sounder appreciation of standard evidence-based studies such as Strategic Housing Market Assessments or Labour Market Assessments. It was noted that labour markets servicing business clusters often develop along major arterial routes giving access to trading hubs and conurbations. An understanding of how/why businesses have developed along certain routes and how similar businesses could be targeted for inward investment could be beneficial. In an ideal planning world, a multi-authority Labour Market Area assessment could be combined with a joint Housing Market Area Assessment, which in turn might inform a joint strategy for growth⁴⁸ - and be backed up by region-wide analyses of how labour markets interact..
- 3.39 Beyond the above there is also scope to look into strategic data requirements on environmental, infrastructure issues.

Accommodating different views

- 3.40 The development of pan regional initiatives such as a 'regional narrative' or 'Memorandums of Understandings' will only be effective if they have 'buy-in' from the parties involved, which means there must be some way of incentivising active involvement and participation⁴⁹. In parallel with the Duty to Cooperate and other existing partnerships, there needs to be an understanding that cooperation and discussion will not always lead to agreement, and ways of accommodating a range of views/ perspectives need to be considered⁵⁰.
- 3.41 As previously mentioned, joint proposals and agreements will be more effective if they involve a "coalition of the willing" and are focused on delivering specified outcomes rather than wider general aspirations. Building trust and collaboration is a cumulative process to which such specific successes can contribute.

⁴⁸ RB of Kingston Submission

⁴⁹ LB of Ealing Submission

⁵⁰ RB of Kingston Submission

CHAPTER 4:

FORM

Geographical area

- 4.1 Where the merits of a new pan-regional voice were recognised, a majority of stakeholders and roundtable participants appear to favour new arrangements based geographically on the areas covered by the post 2004 East and South East of England regions (See Figure 6), with mechanisms for more detailed work being agreed for specific localities. Strategic growth corridors could offer one opportunity to establish further relationships which are based on the delivery of infrastructure to support wider objectives. London Plan policy 2.3 Growth Corridors could provide the starting point for these kinds of discussions⁵¹ (see London Plan Key Diagram – Figure 7) and the private sector has suggested others (see eg Grant Thornton - Figure 8). A significant number of comments stress that the collaboration arrangements, and hence the geographical areas covered by them, should be tailored to specific issues to ensure there is focused discussion and debate⁵². As within different parts of outer London, there are very different circumstances across the Wider South East which may require different approaches or mechanisms to facilitate collaboration.

Membership

- 4.2 While overall membership for the new arrangements will be defined by its geography (currently 156 authorities), its influence and effectiveness will be affected by other factors. The Commission is of the view that to be effective in bidding for resources, the new arrangements should also take account of the business constituency. This appears to resonate with the views of the roundtable discussions. It is understood that Local Enterprise Partnerships (LEPs) have been suggested as potential members and that is welcomed particularly in terms of their spending power around transport investment decisions, although the Commission has some reservations in terms of their limitations in being representative of the business community as a whole. It is suggested that more focused business interests might wish to join with the new body if there is a clear purpose and outcome for specific projects or areas within the region⁵³. Whilst business interests may not want to sit on an overarching group, they are likely to want to be involved in more detailed collaborations i.e. along a growth corridor.

⁵¹ Martin Simmons Submission

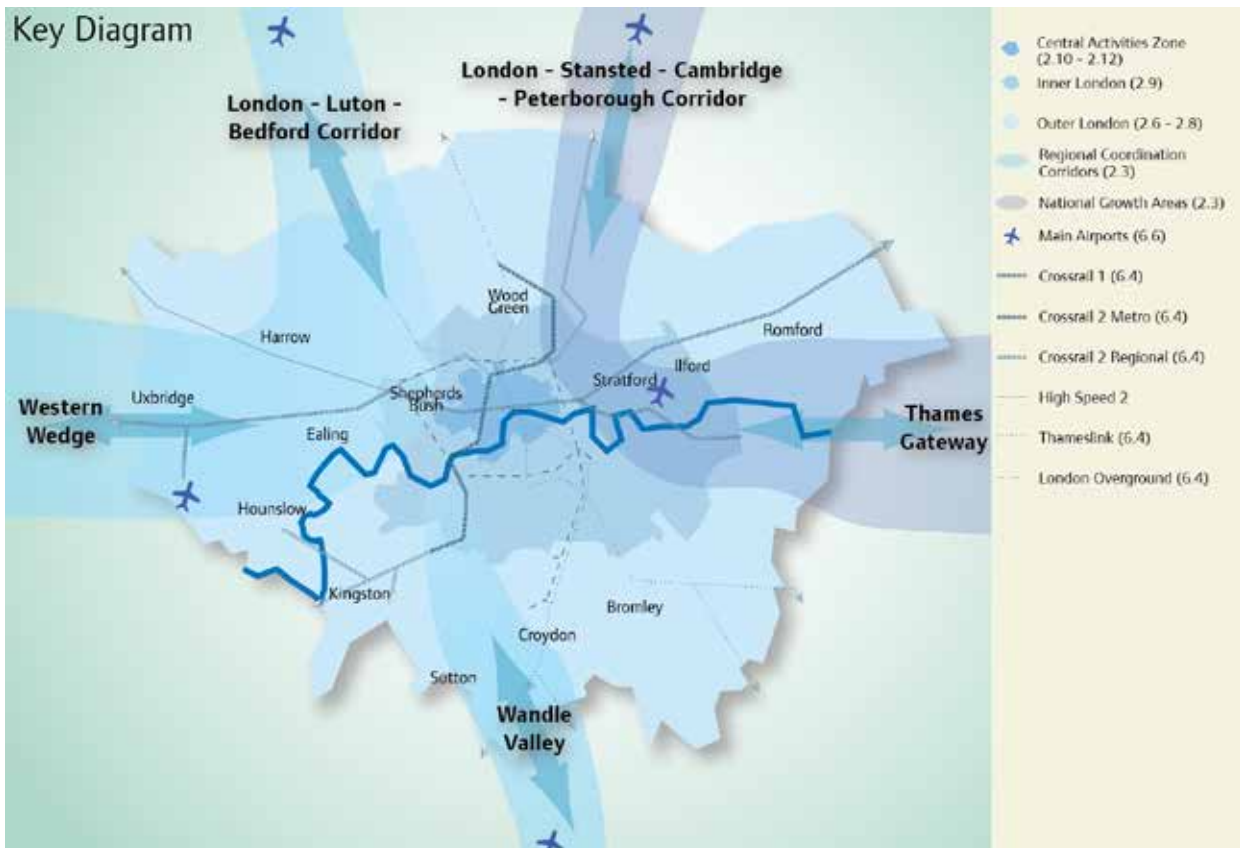
⁵² RB of Kingston Submission

⁵³ OLC Private Commission Meeting 21.09.15

Figure 6 Area to be covered by the proposed new arrangements

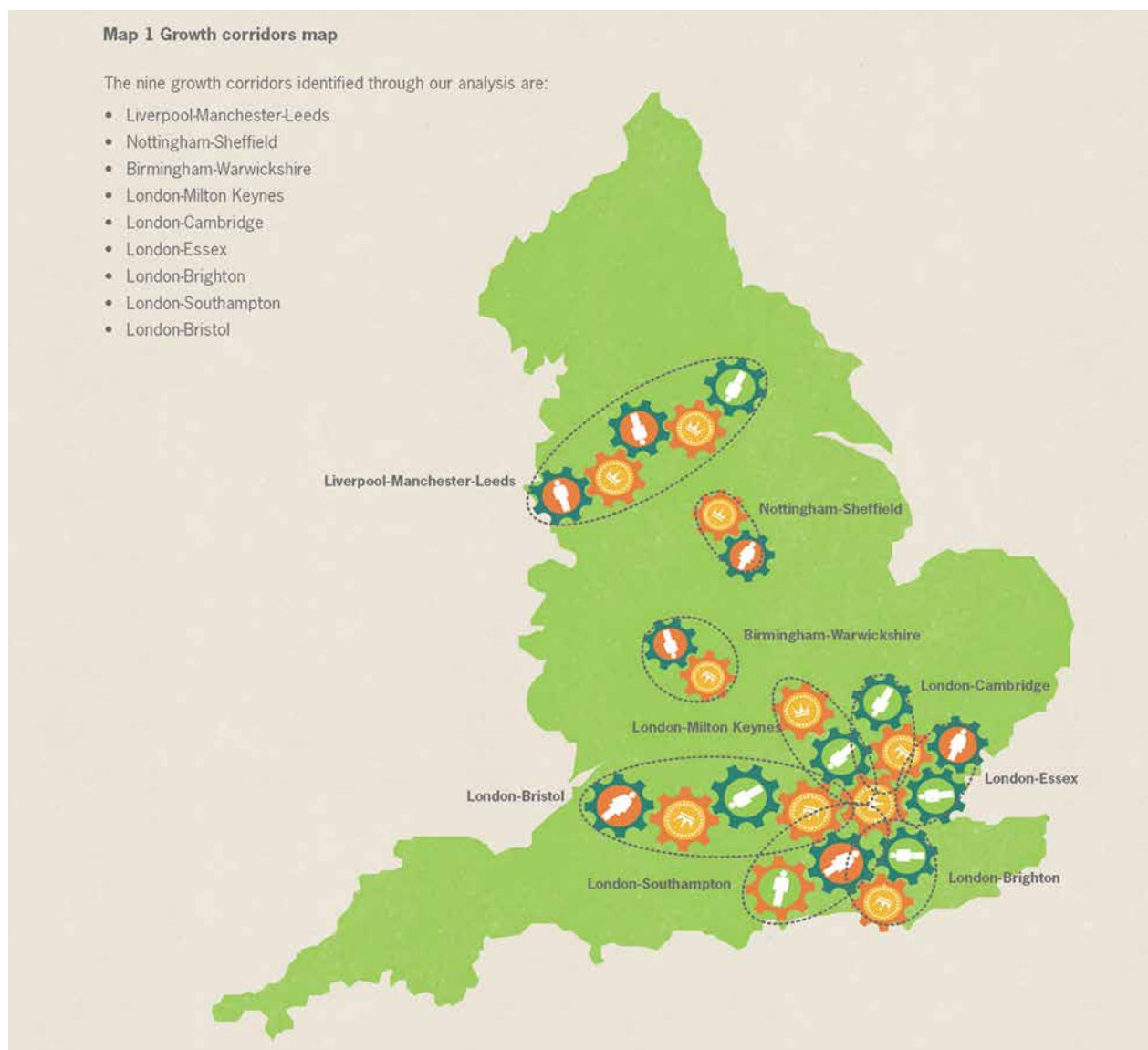


Figure 7 London Plan Key Diagram (growth corridors)



Source: London Plan 2015

Figure 8 Alternative potential growth corridors



Source: Grant Thornton

4.3 It was also suggested that it would be useful for new arrangements to include the counties as well as the individual local authorities in the RoSE, not least because of their transport, education and emergency services functions⁵⁴. Noting that the Environment Agency is currently involved at officer level through SSPLOG, English Heritage suggested that if statutory bodies are to be included, then all three statutory bodies including the Environment Agency, Natural England and themselves should be involved. The Commission however considers it may be more appropriate for these national bodies to be invited as observers at the regional conference, possibly with other representatives such as the Homes and Community Agency, Highway England and Network Rail.

⁵⁴ RB of Kingston Submission

-
- 4.4 From the London perspective, whilst it is important that the Mayor is fully engaged in these debates, it has also been suggested there should be greater involvement of other London constituencies of interest, both at member and officer level. This is perhaps best resolved through London Councils⁵⁵. In terms of the officer level engagement, one respondent indicated that they were the only London borough currently on the Strategic Spatial Planning Officers Liaison Group (SSPOLG) and felt it would be reasonable to ask for and expect a greater level of representation for London boroughs⁵⁶.

Format

- 4.5 It is acknowledged that the present situation requires a pragmatic approach to what can be agreed in the short term, recognising that it should have flexibility to evolve in the longer term in response to changing needs and understandings of the issues⁵⁷. There is concern among authorities both within London and outside about introducing new levels of bureaucracy, particularly in a time of constrained resources⁵⁸. Any new arrangements should therefore take into consideration the resourcing challenges facing local authorities and make the best use of existing relationships and arrangements. It is also important these new arrangements are seen to have tangible outcomes, though it must be recognised that in also providing an opportunity for an exchange of views they cannot be dismissed just as a 'talking shop'.

Management

- 4.6 The roundtables proposed to establish a small Executive Group to steer future collaboration. The Commission would suggest that this could have a small number, for example 5, representatives each from London, the East and the South East of England and be geographically proportionate and cross-party political. This should enable different voices to be heard and not be dominated by a particular place or type of council. It is understood from the roundtable discussions that it is suggested that the Executive Group would report to a wider group of all local authorities eg by e-mail and it is suggested there would be a summit once or twice a year similar to that held in March 2015. The roundtables also suggested that there should be highly effective communication mechanisms between the Summit meetings to ensure accountability and progress. From the London perspective, the Commission suggest that the representatives could include the Mayor, the LEP, one central/ inner borough and two outer London boroughs nominated through London Councils. More detailed work on specific strategic areas or specific issues could be undertaken by small specialised groups potentially nominated by the executive/ steering group once it is set up.

⁵⁵ LB of Ealing Submission

⁵⁶ OLC Sub Regional Meeting Ealing

⁵⁷ Martin Simmons Submission

⁵⁸ Wider SE Roundtables

CHAPTER 5:

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

- 5.1 The four sub-regional meetings, submissions to the Commission and the notes from the Wider South East roundtables have enabled the Commission to consider a range of views on possible arrangements for more effective coordination of strategic policy and infrastructure investment across the Wider South East. It is encouraging that many of the comments coming from all sources are similar in nature and provide a clear platform for the Commission to provide its recommendations to the Mayor. Whilst the Commission acknowledges the vast task both the Mayor and the Rest of the South East have in delivery growth and responding to future challenges, it is encouraging that many parties are very supportive of new arrangements for working more collaboratively.

Recommendations

The Duty to Co-operate.

- 5.2 Many submissions refer to the Duty to Cooperate (DTC) and the Commission has considered whether the Duty goes far enough in terms of desired outcomes. Whilst it may be appropriate for trying to resolve some types of issue eg some local cross border matters, it is not necessarily adequate as a pan-region mechanism for addressing more strategic issues.
- 5.3 The Commission strongly supports London boroughs in discharging their statutory DTC responsibilities in terms of developing linkages with authorities beyond as well as within London. But it also believes there is clear value in developing further arrangements to address pan regional issues.

Flexible and informal arrangements.

- 5.4 Submissions to the Commission showed a strong consensus that new collaborative arrangements should not be imposed on authorities. Previous top-down regional plans were perceived to be not as effective as they might have been because many authorities felt housing targets, in particular, were being imposed on them.
- 5.5 For the new arrangements to be effective, it is important that the Mayor is not perceived to be 'off-loading' London's housing needs onto others, while recognising that some authorities are open to partnership arrangements for sharing the costs and benefits of housing growth and supporting infrastructure. For the reasons set out in the main report, the Commission recognises that, while there are intrinsic linkages between London and some parts of the Rest of the South East, the intensity and nature of the direct relationship varies significantly across the region as a whole. Nevertheless, because of the interlinkages between sub-regions within both London and RoSE, there are common interests and mutual benefit in providing arrangements to coordinate strategic actions across the region.
-

- 5.6 While Government has in the past expressed concern over the re-establishment of a SERPLAN type structure, it has now welcomed emerging proposals to establish more effective collaborative arrangements for the Wider South East. The Commission believes that finding agreement on the initial structure in the short term will provide confidence in addressing challenges for the future. The Commission believes that the new arrangements need to be sufficiently flexible to evolve in the longer term to address changing issues.

Integration of strategic issues

- 5.7 There appears to be consensus over a number of strategic issues that could usefully be addressed through the emerging new collaborative arrangements. These include aspects of housing, economy, transport infrastructure and the environment. To varying degrees they are interconnected and, the Commission recommends that where appropriate, they should be addressed in an integrated way.

'Buy in' from partners.

- 5.8 In order to be effective, the Commission recommends that the new collaborative arrangements should be between willing partners and also provide an opportunity for dissenting opinions/'opt outs' from general positions and actions. Both these positions should be informed by an evidence based planning process which highlights opportunities for economic growth, housing development and supporting infrastructure investment.

Tangible outcomes.

- 5.9 The Commission considers that in order for the new arrangements to be effective they not only need to provide an opportunity for expressing opinions, they also need to result in tangible outcomes. These outcomes could be general eg to foster greater prosperity across the region, perhaps expressed through a regional 'narrative'/bid to government, or more specific eg corridor based development/ investment initiatives perhaps supported by Memoranda of Understanding between partners to reconcile housing supply and need and infrastructure investment.
- 5.10 The Commission also recommends that in order to be effective, these outcomes should be subject to monitoring.

Common evidence base

- 5.11 Submissions to the Commission and the debates coming out of the roundtables show a consensus over the importance of a common evidence base to inform strategic policy development and infrastructure investment across the wider region. The Commission suggests that a fundamental challenge in establishing such an evidence base is providing consistent data. Having a shared understanding of and confidence in demographic and household
-

projections is particularly important. Currently there is some disagreement over the appropriateness of longer and shorter trend based projections produced by CLG/ONS and the GLA. It is understood that the GLA is currently extending the scope of its projection models to cover districts beyond the London boundary, allowing consistent projection scenarios to be created for the wider region. The Commission endorses this type of approach and would encourage the Mayor and others to explore other effective ways of working, including making representations to CLG/ONS to produce variant projections based on longer term trends.

- 5.12 The Commission also recommends that in order for these datasets to be effective there is a need to go further than simply producing a data platform with 'raw' statistics; some form of analysis yielding new insights and deeper understanding of regional issues will also be needed. Furthermore, the Commission recognises that, for the longer term, a common evidence base will require appropriate resourcing but appreciates the challenges in this for local authorities in the shorter term.
- 5.13 The Commission also considers that the new arrangements should support more joint analysis of the evidence base, for example in preparing joint Strategic Housing Market Assessments or Labour Market Assessments to address cross boundary issues. This will enable more effective spatial planning and support authorities in progressing common and cost effective solutions.

Complement existing relationships.

- 5.14 Submissions to the Commission indicated that there are already a variety of partnerships established and/or developing and the Commission agrees that any new arrangements should complement and build on these wherever possible. This will reduce duplication of work and maximise limited resources. It was also clear that these relationships vary depending on the issues being addressed. A number of organisations such as the London– Stansted- Cambridge Consortium and the Coast to Capital Local Enterprise Partnership were cited as examples of relationships/models that worked well.

No 'one size fits all' approach

- 5.15 The Commission considers that a 'one size fits all' approach to addressing specific topics or areas would not be appropriate because of the variety of circumstances across such a large region. New collaborative arrangements should be tailored to address these.
- 5.16 The Commission considers that growth corridors, especially along strategic transport routes, have particular potential to form the basis for effective partnerships which will achieve tangible outcomes. The Commission recommends that consideration should be given to how the review of the London Plan could more effectively support corridor based partnerships.
-

Suggested arrangements

- 5.17 In addition to the broad concepts outlined above, the Commission has given some thought to more detailed arrangements, which are based on the emerging consensus from the Wider South East Roundtables and the December Summit, that we may wish to consider, including that:
- the new collaborative working arrangements should be based on 'Summits' for the 156 authorities and 11 LEPs in the Wider South East meeting at least once a year to set out their strategic objectives and concerns.
 - the Summits should be supported by an executive/steering group meeting more frequently to address these objectives and concerns. This group could be made up of five representatives each appointed by EELGA, SEEC and the Mayor of London. The Commission suggests that the London representation on the executive/steering group should comprise the Mayor, the London LEP, and through London Councils, one place for a central/ inner borough and two places for outer London boroughs.
 - The executive/steering group could facilitate the creation of focused sub groups dealing with particular topics or areas eg corridors. The Commission also suggests that the membership of topic/area based sub-groups could include different business representatives (beyond the LEP).
 - The 'summits' and executive/steering group should be serviced by an officer group developed from the current Strategic Spatial Planning Officers Group.
 - In order to secure wider public, business and institutional engagement with (and buy-into) this process, and with region-wide issues, that the Summits should consider the desirability of some annual conference-style pan-regional 'event', linked to reports from it/Officers.
- 5.18 The Commission considers that, for the time being, this structure would provide a practical solution to enable the Wider South East as a whole to express its general views while providing a representative executive body to effectively address more immediate issues and actions.
-

APPENDICES

APPENDIX 1 THE COMMISSION MEMBERSHIP

William McKee, CBE, Chair of Outer London Commission

Corinne Swain, Arup

Ian Gordon, London School of Economics

Peter Eversden, London Forum of Amenity & Civic Societies

Tony Pidgley, The Berkeley Group Holdings plc

Lucinda Turner, Transport for London

Colin Stanbridge, London Chamber of Commerce & Industry

Simon Keal, London Councils

Teresa O'Neill, Mayoral Adviser on Outer London and Leader LB Bexley

Stephen Alambritis, Leader London Borough of Merton

Chris Robbins, Leader London Borough of Waltham Forest

Stephen Carr, Leader London Borough of Bromley

Sue Wilcox, Quod

Alistair Parker, Cushman and Wakefield

Keith Mitchell, Peter Brett Associates

APPENDIX 2 MEETING DATES

Wed 15 July 9am–12pm

Civic Centre, Enfield Council, Silver Street Enfield EN1 3XA

Tues 21 July 2015 9am – 12pm

Ealing Town Hall, New Broadway W5 2BY

Wed 22 July 2015 2pm–5pm

Croydon Town Hall, Chamber, Katharine Street, Croydon CR9 1ET

Wed 29 July 2pm–5pm

Bexley Council Chamber, Civic Offices, 2 Watling Street, Bexleyheath, Kent DA6 7AT

APPENDIX 3 QUESTIONS

New Approaches to Regional Co-ordination

Function

- R19 Should London and the Wider South East be viewed as one area for managing growth? What are the planning implications of this for housing and jobs growth and strategic infrastructure provision?
- R20 Which strategic policy issues affecting this part of London would benefit from being considered through some co-ordination of planning with authorities across the Wider South East as a whole, or with representative of adjoining sub -regions?
- R21 Should new co-ordinating arrangements only consider pan-regional or also cross-boundary issues? At what level does an issue go from being cross boundary to pan-regional?
- R22 How could useful co-operative relationships be built (over time) across the border, going beyond the statutory requirements under which the Mayor and LPAs work? How can any value be added to this process?
- R23 How could new co-ordination arrangements usefully promote and enable the development of a common evidence base, and a shared understanding of how local and sub-regional economies, housing markets and labour markets interact and to what extent could it do this effectively?
- R24 How could new co-ordination arrangements facilitate the identification of different views among its members? And how might these different views be accommodated?

Form

- R25 Which geographical area should new co-ordination arrangements cover? Should it vary depending on the issue?
- R26 R8 Who could constitute the membership? How many local authority representatives, how many LEP representatives and others should be directly involved?
- R27 What should be the format of new co-ordination arrangements, and how many layers should it have? For example, should it include a regional plenary for all members and/or sub-committees for specific issues/ areas? Plus a political leadership group and officer servicing group?
- R28 How should new co-ordination arrangements be managed and by whom, and how should the required resources be shared? and how should it engage with its
-

constituents/ the public?

- R29 How should new co-ordination arrangements relate to and work with structures and bodies within London?
- R30 Should an evolutionary or incremental approach be taken to the development of new co-ordination arrangement, capable of adapting to changing circumstances – or should it be firmly fixed from the outset?
-

APPENDIX 4 - EXAMPLES OF PARTNERSHIP WORKING

London Harlow - Creating a symbiotic relationship

Introduction

The vision for Harlow, as a New Town, was to be part of the solution to the challenges faced by London. Harlow continues to have strong links with London and, being at the heart of the London Stansted Cambridge Corridor, it has huge potential to grow and to develop a more symbiotic relationship with London.

The challenge for London is to ensure that its reputation and role as a global city continues to evolve and it is able to compete with the evolving economies and cities of the world. This requires significant investment by both the public and private sectors and the willingness and ability to access:

- 1) Land to meet a growing demand for commercial space.
- 2) Land to meet the growing demand for housing.
- 3) Land to meet a growing demand for cultural and leisure activities and tourism.
- 4) To the skills required to service the above.

The key to all of the above for the future of London is first class connectivity within the U.K., Europe and with the rest of the world. Land is finite and to meet its aspirations and needs, London has to look outside of its current borders to meet the challenges that it faces.

Harlow, and other settlements around London, can play an important role in supporting London to meet its challenges. It can only do this, however, if there is a symbiotic relationship between London and places like Harlow. Connectivity, shared vision, a shared investment plan and a joint approach to unlocking the barriers to growth is the route to such a synergistic relationship.

This paper seeks to provide an outline of how this might be achieved.

Developing a symbiotic relationship between London and Harlow

To develop this symbiotic relationship further requires improved physical connectivity to enable:

- 1) People currently living and working in London to live in Harlow but to be able to travel to and from London more easily and more quickly for work.
- 2) Businesses currently in London to re-locate in Harlow without losing their connectivity to London.
- 3) Harlow to be an attractive location for investment and living.

The above reinforces the importance of connectivity, unlocking land for development, achieving access to investment for the regeneration and growth of Harlow. It requires infrastructure and a new approach to strategic planning and investment.

Examples of the infrastructure investment required include:

- 1) Extend the Underground Central Line from Epping to Harlow and onwards to London Stansted Airport.
- 2) Four track the West Anglia main line over ground railway with investment in the capacity of stations.
- 3) Relocate the proposed terminus of CR2 from Tottenham Hale to Harlow.
- 4) Upgrade M11 Junction 7 and provide a new M11 Junction 7A.
- 5) Regenerate Harlow Town Centre to make it more attractive as a destination and to support a growing and changing community.

Examples of the approach required to strategic planning and investment include:

- 1) Review the Metropolitan Green Belt to evaluate the role that it plays and the potential for development within it as a strategic London issue and not just a local issue.
- 2) Recognise the London Harlow Stansted Cambridge Corridor as a Housing and Economic Growth Corridor with a Strategic Development Plan for it, identifying areas of growth as well as areas of restraint, spanning Council boundaries. Address jointly the barriers to growth to unlock land for development.
- 3) Develop a Housing and Economic Growth Corridor Investment Plan to provide prioritised programme of investment for enabling infrastructure in the Corridor.
- 4) Create a means to capture value from development within the Corridor and a means to allocate it for the prioritised investment programme in (8) above.
- 5) Create an agreement between the London Mayor and Harlow Council to provide clarity about how the symbiotic relationship will work so that return on investment for London and Harlow can be illustrated as an exemplar for further agreements with Councils in the London Harlow Stansted Cambridge Housing and Economic Growth Corridor and other Housing and Economic Growth Corridors.

The above creates the potential to achieve a symbiotic relationship between London and Harlow. It requires Councils to take a strategic view of their relationship with London and the development of a shared vision for their communities and how both London and their communities will benefit from a symbiotic relationship. Some communities will not want to change and to have such a relationship. This, however, should not stop those that do want such a relationship with London from growing to fulfil shared aspirations and to access the investment available.

Conclusion

People will choose where they live and companies will choose where they invest. If London is to meet its objectives it has a vested interest in working with places like Harlow and developing a shared vision for their evolution supported by a shared investment plan to deliver that vision in practice. Harlow needs to evolve to become more attractive for

people to choose to live there and for businesses to invest there whilst still contributing to the success and evolution of London. This requires a joint investment plan based upon a Housing and Economic Growth Corridor Plan to increase the connectivity between London and Harlow and to increase the access to land for housing and commercial development. All of the above requires a symbiotic relationship. Such a relationship will only be achieved if there is the political willingness and ability to make it happen.

Malcolm Morley

30.9.15

APPENDIX 5 LONDON STANSTED CAMBRIDGE CONSORTIUM EXTRACT

LSCC Growth Commission: Briefing for Growth Commission Meeting
42 Berkeley Square, London, W1J 5AW



Briefing for the LSCC Growth Commission

Meeting on 08 October 2015, 1830 – 2100

Dinner served from 1900

VENUE

42 Berkeley Square, London, W1J 5AW (Entrance is on the corner of Hill
Street)



AGENDA

18:30

1. Introduction to the London Stansted Cambridge Consortium

Verbal: Greg Clark, 10 mins

2. Introduction to the Growth Commission and the Growth Commissioners

Verbal: Harvey McGrath + Growth Commissioners, 10 mins

3. Discuss and agree terms of reference (for decision: Growth Commissioners).

Discussion: Growth Commission, 10 mins

19:00: DINNER

20:15

(3. Discussion of terms of reference, continued as necessary)

4. Presentation of priorities and options for the work programme and inquiry events

Presentation: Glenn Athey, 10 mins

5. Discuss and finalise priorities and options for the work programme and inquiry events (for decision: Growth Commissioners)

Discussion: Growth Commission, 15 mins

6. For information

I. Input into the West Anglia Task Force: Verbal Briefing, John McGill

LSCC Growth Commission: Briefing for Growth Commission Meeting
42 Berkeley Square, London, W1J 5AW

II. Whitehall Liaison: Growth Commissioners to note that it is the intention to set up a liaison group with Whitehall officials – proposed to meet in November/ December, bi-monthly thereafter.

III. Communications Plan: to note – we have CRC retained as comms consultancy assistance and are developing a communications plan.

APPENDICES

A. Growth Commissioners: brief profiles

B. Draft press release (provided separately)

ATTENDEES

Growth Commission

Harvey McGrath (Chair)

Ian Mather

Professor Ron Martin

Alexandra Jones

Juliette Morgan

Gerard Lyons

Cathy Garner

London Stansted Cambridge Consortium members, partners and key stakeholders

Professor Greg Clark, Chair, LSCC

Andrew Gould, Genr8

Andrew Harrison, London Stansted Airport

Cllr Doug Taylor, London Borough of Enfield

Cllr Guy Nicholson, London Borough of Hackney

Cllr Ian Bates, Cambridgeshire County Council

Cllr Kevin Bentley, Essex County Council

John Keddie, Harlow Enterprise Zone

London Stansted Cambridge Consortium / LSCC Growth Commission executives and officers

John McGill

Stephen King

Glenn Athey

1. INTRODUCTION TO THE LONDON STANSTED CAMBRIDGE CONSORTIUM

&

2. INTRODUCTION TO THE GROWTH COMMISSION AND THE GROWTH COMMISSIONERS

BACKGROUND INFORMATION

The Growth Commission: helping drive forward the London– Stansted–Cambridge Consortium’s agenda

- Broad agreement to date and buy-in from public and private sector organisations, and MPs – that the London–Stansted–Cambridge Corridor is a significant economy and economic zone with untapped potential.
- Work of the LSCC to date: partnership building, campaigning and lobbying, infrastructure and transport projects, research, priority development and joint working
- Need to rapidly build ambitions and plans for future development, and capture some new ideas
- Need for a vehicle to develop a coherent, effective vision as a platform for future collaboration and partnership working
- Independent, high profile commission with high quality debate and outputs
- Growth Commission makes final recommendations to LSCC board and other key stakeholders

Commissioners appointed to date

Harvey McGrath (Chair)

Ian Mather

Professor Ron Martin

Alexandra Jones

Juliette Morgan

Gerard Lyons

Cathy Garner

(note – brief biographies are included in Appendix A)

Expert advisor

Professor Michael Enright, *The University of Hong Kong and Enright Scott Associates*

Professor Enright's research has focused on international competitiveness, regional clustering of industry, and economic development. He has directed or co-directed major reviews of economies in 20 countries on five continents and has co-authored ten books on competitiveness and numerous papers on regional clustering.

Professor Enright is providing ongoing expert advice, support on shaping the research and inquiry agendas, and providing guidance on case studies and lessons from other corridor economies and knowledge-regions from around the world. It is anticipated that he will give evidence in Inquiry 2.

Management and support

Glenn Athey is contracted (flexibly – e.g. 8 to 12 days per calendar month) to provide overall project management, analytical and strategy support to the Growth Commission and has led on developing the initial options for the work programme and inquiry events.

Glenn is an economic development professional and consultant who has worked with the LSCC over the past two years. Previously he was interim CEO and strategy advisor for Greater Cambridge Greater Peterborough LEP for 20 months, and held senior positions at the East of England Development Agency and London Development Agency. Glenn has a Ph.D. in urban and regional economic development and also worked as Head of Research at the Centre for Cities.

Any enquiries / issues can be directed to glenn.athey@lsc.co ; tel 01223 655181 / 07799880137

Glenn is also significantly supported by the officers of the LSCC:

John McGill, Stephen King, and Darren Ford,

3. FOR DECISION: LSCC GROWTH COMMISSION: TERMS OF REFERENCE

Mission

The LSCC Growth Commission aims to provide independent analysis and advice to raise the global economic potential of the London–Stansted–Cambridge Corridor, setting out a 30–year vision for transformational change.

Principles (amend and agree)

The main principles for the establishment of the London–Stansted–Cambridge Growth Commission are set out as follows:

1. **Independent:** will set out terms, work programme and final recommendations as directed and agreed by the Growth Commissioners
2. **Build our ambitions:** Raise the global ambitions of the LSCC area to become a world class economic region and major engine of sustainable growth for the UK economy. State the advantage and value of the corridor for the UK and global economy – now and in the future.
3. **Expert evidence:** Provide independent analysis and assessment on how more growth can be fostered and accommodated while enhancing the corridor as a high quality, sustainable location for businesses and communities. Provide evidence to strengthen our case for infrastructure and investment.
4. **Challenge and build:** Objectively challenge, test and develop the proposition that the London–Stansted–Cambridge Corridor has significant growth potential for the UK economy.

Q. The terms of reference: do the commissioners wish to agree / amend / add?

Tasks and deliverables

TASKS

- A. **Research programme:** Agree and oversee the delivery of a research programme to inform the work of the Growth Commission and the four inquiry events outlined below.
- B. **Inquiry events:** Four thematic inquiries supported by research projects and expert witnesses/presentations. The Secretariat will provide briefings, secure speakers and venues, and manage each event. Growth Commissioners will assist with identifying and securing speakers, contributing to the debate, and making recommendations based on findings from each inquiry event.
- C. **Final recommendations:** With the assistance of the secretariat, the Growth Commissioners will agree a final set of options and recommendations to submit to the LSCC in late May 2016

DELIVERABLES:

- D. **Articulate the economic potential:** Clearly and convincingly articulate the significant economic potential of the corridor, and a cohesive case for supporting the corridor as an economic development zone. Agree a coherent and sustainable *high growth scenario*.
- E. **Major collaborative ventures:** Provide ideas and details for 3 to 5 “big ticket” deliverables or actions which require collaboration across the corridor¹
- F. **Propositions for a growth scenario, collaborative ventures and potential transport investments:** sufficient to provide enough detail to scope out the likely delivery options, impacts and benefits in some detail. This relates to an agreed high growth scenario, major collaborative ventures, and major transport investments.
- G. **Return on investment:** Robustly quantify the economic potential that would result from the deliverables/actions identified and the returns to investment.

¹ Between LSCC partners, between businesses and private sector interests, and with HM Government.

LSCC Growth Commission: Briefing for Growth Commission Meeting
42 Berkeley Square, London, W1J 5AW

Q. Tasks and deliverables: do the commissioners wish to agree / amend
/ add?

4. PRIORITIES AND OPTIONS FOR THE WORK PROGRAMME

This paper presents some initial priorities and options for the work programme of the Growth Commission for discussion and decision.

Part 1: Background and supporting research

Based on past work, and conversations with key stakeholders and LSCC executives / members, we've put together some suggested research projects that will help with meeting the terms and deliverables of the Growth Commission. *These will fully utilize existing research, information, plans and documentation where available.*

<i>Deliverable / scoping need</i>	<i>Project</i>
<i>1. Articulate the economic potential:</i>	
Quantify and describe what we are dealing with – i.e. describe the current economy in terms of employment, workforce, skills, industries, businesses, industrial and technological specialisms, innovation activity, key institutions (e.g. universities).	i. Economic baseline – updating and enhancement of the 'Explaining and Developing the Economic Case for the Corridor' in 2013.
Understand what's special, unique, or the same as other areas, and to put the LSCC area in context in terms of global economic regions.	ii. National and international benchmarking study
Set out a vision for the future patterns of economic growth and activity – e.g. will this be based on life sciences, ICT and digital technologies, the expansion of Stansted Airport, business services spillovers from London, or all of these? What will be the implications of this future scenario in terms of land, premises, infrastructure, workforce and skills?	iii. Developing growth scenarios for the LSCC area to 2050.
	iv. Growth scenarios from the development of London Stansted Airport:
Accommodating growth: the scenarios will presumably lead to increases in business and employment that are above the trend rate of growth. It is critical to know what the current capacity for growth is in terms of land and premises, and the future supply looks like	v. A strategic sites audit and study.
<i>2. Major collaborative ventures</i>	
Consolidated transport priorities – provide a consolidated review of transport capacity, use and potential on all transport modes.	vi. Overview of transport capacity and priorities

<p>Understanding what's possible from a consortium or partnership approach – 1) what forms of joint working exist; and 2) what kinds of activities do these joint initiatives undertake for corridor economies with high potential?</p>	<p>vii. Case studies and lessons from corridor initiatives and tech partnerships/initiatives.</p>
<p>3. Delivery plan & 4. Return on investment</p>	
<p>Describe the LSCC economy according to the “policy on” and “policy off” scenarios – e.g. I) The delivery plan / prospectus is delivered to fulfil the growth scenario, major collaborative ventures and major transport projects; and II) The counterfactual – the ‘do nothing’ scenario The return on investment is usually calculated using economic appraisal and econometric modelling techniques. It is useful to have this done by independent experts – as this will give credibility in the eyes of investors and government.</p>	<p>viii. Independent appraisal of economic impact and return on investment of the final delivery plan/ prospectus</p>

Q. Background research: further ideas, options, contributions?

Part 2: Inquiry Sessions

Four inquiry events are planned (with the resources in place for delivery) – likely structured as follows:

3 hours total length, format – 2 hours of presentations and debate, 1 hour private session of Growth Commissioners

Hour 1: 2 presenters, topic A

Hour 2: 2 presenters, topic B

Hour 3: Growth Commissioners convene privately with presenters / experts

It is suggested that presentations are thought provoking and lively, with perhaps two presenters discussing contrasting viewpoints. *We are far more likely to get to the heart of our issues and challenges, and begin to discuss solutions if there is a full and frank debate and we encourage presentations from opposing or competing views.*

It is suggested that we adopt an inquiry structure and format that builds understanding of the potential of the corridor and how we might achieve that.

LSCC Growth Commission: Briefing for Growth Commission Meeting
42 Berkeley Square, London, W1J 5AW

INQUIRY ONE: IDENTIFYING THE POTENTIAL

INQUIRY TWO: BUILDING POTENTIAL

INQUIRY THREE: QUALITY OF PLACE

INQUIRY FOUR: IMPLEMENTING CHANGE

Q. The inquiry structure: agree with iterative / 'building solutions' type of approach?

INQUIRY ONE: IDENTIFYING THE POTENTIAL

What is the economic potential? How could the Corridor raise its global potential or role as an economic region? What does a corridor fulfilling its potential look like?

- understand current economic performance and potential
- identify the potential of the Corridor as currently understood
- understand the future of London's growth, and the implications and opportunities
- push the ambitions harder – identify and detail an ambitious growth scenario
- understand the barriers to development
- understand changes and opportunities in key industries
- what could a collaborative 'corridor approach' potentially achieve?

Possible topics / formats for presentations:

- London and the LSCC area: London's growth trajectory vs LSCC's growth trajectory
- Strengths and weaknesses: innovation, skills talent and enterprise vs. constrained infrastructure and development sites
- Collaborate for success: the need and potential for collaboration vs. the outcomes from continued fragmentation
- Building true corridor potential: the current strengths and assets vs. the 'must haves' for a future successful global corridor (push ambitions harder)
- Tech-led growth? The development potential and needs of Life Sciences vs. ICT and Digital

Q. Presentation topics: what topics or issues would make for lively, informative and useful debate?

INQUIRY TWO: BUILDING POTENTIAL

What does the corridor need to do to capitalise on its existing strengths and assets and become a world leading ideas economy? We would build our understanding of what is required for transformational change.

- How take best advantage of likely future opportunities: what is the growth scenario that we seek and aim for?
- Ideas economies: who are the exemplars at this, what can we learn from around the world? What have other places like the LSCC area done to boost sustainable growth? What are the lessons from relevant places, their organisations and initiatives?
- What can each 'node' in the corridor offer in terms of potential roles and developments?
- What do we need to do to realise the growth scenario and potential that we have outlined? – e.g. workforce, skills, sites, premises, infrastructure, business environment

Possible topics / formats for presentations:

- Step-change: Highly ambitious growth scenario vs. trends continue as they are
- Carte blanche policy: what would leading thinkers and business leaders do to solve housing crisis vs. what would do to boost business growth?
- Supporting and augmenting growth: what is the best role the LSCC area can play to support London's growth vs. what is the best way to support growth industries located in the LSCC area?
- At the cutting edge of future policy innovations: current plans and delivery vs. best practice from leading tech economies
- To be or not to be: the ingredients for a successful corridor economy vs. current state of play

LSCC Growth Commission: Briefing for Growth Commission Meeting
42 Berkeley Square, London, W1J 5AW

Q. Presentation topics: what topics or issues would make for lively, informative and useful debate?

INQUIRY THREE: QUALITY OF PLACE

The most successful ideas economies combine high levels of entrepreneurial and innovation capabilities and activities with high quality places to live and work. To transform the economy of the corridor also requires capacity in terms of sites, premises and infrastructure – whilst maintaining a high quality and sustainable environment for communities and businesses.

- Understand how the LSCC area competes as an international business location; as a centre for entrepreneurship; and in attracting skills / quality of place
- Understand what growth industries and tech sectors want from a business location? What's at stake in terms of their location decisions, and where are the competing locations?
- Using ideas and innovation to build a better place to live and do business. How can we harness innovation, ideas and new technologies in delivering the living and working environments and infrastructure of the future?
- What kind of business location, skills, infrastructure and living environment would the growth scenario need to succeed? Gap analysis – how far away from that are we?
- What are the land requirements from the growth scenario? In terms of size, location, viability. How does this match availability and current viability?

Possible topics / formats for presentations:

- Future location potential: Tech business location needs vs. what the market and public sector currently provide
- Capacity for growth: growth scenario land and infrastructure needs vs. current supply
- Global standing: independent view of how the LSCC area is viewed by investors vs. what the current and future aspirations are
- Delivering land, premises, housing and infrastructure in the 21st Century: in defence of current approaches vs. using new techniques, technologies and innovation

LSCC Growth Commission: Briefing for Growth Commission Meeting
42 Berkeley Square, London, W1J 5AW

- Delivering sustainability and quality of place: modern business location needs and demands vs. sustainable housing development and communities

Q. Presentation topics: what topics or issues would make for lively, informative and useful debate?

INQUIRY FOUR: DEVELOPING THE OPTIONS AND COLLABORATIVE ACTIONS

By this stage we would expect to have a much better understanding of our current capacity and capability for growth and change, and we would need to articulate how we can deliver to our ambitions. The aim of this Inquiry is to identify the top 3 to 5 collaborative actions that will lead to a 'step change' in how the corridor proceeds as an economy of global significance in its own right.

- What is our final growth scenario – what we are striving to achieve?
- What are the 3–5 key collaborative ventures and the key infrastructural investments that will realise this growth scenario?
- What is our delivery plan and prospects for change?
- What would be the economic impacts and return on investment?
- What are the critical success factors?
- The first 100 days – what are the top 5 actions that the Growth Commissioners ask to be delivered

The format will probably change from being one that provides competing or differing points of view, to a format that discusses options.

Possible topics / formats for presentations:

- 30 mins: Final Growth Scenario: aspirations vs. significant challenges to overcome (lets remind ourselves of the critical issues that need resolved)
- 30 mins: Nailing the top priorities: 3–5 collaborative ventures; and the critical infrastructure improvements
- 30 mins: Identifying and discussing the economic impacts and return on investment
- 30 mins: the first 100 days: key actions the keep the momentum going

Q. Finalising the inquiry events and developing final options and priorities: what other key questions would we need to answer, or conclusions we need to provide?

SUBMITTING VIEWS AND EVIDENCE

The work programme will be made publicly available, and stakeholders and interest groups will be able to submit evidence and comments online, as well as attend and contribute to the inquiry events.

TIMETABLE

	2015				2016					
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1. Preparatory work										
Launch and first meeting										
2.-5. Inquiry events					1	2		3	4	
Mid-term report										
6. Final recommendations										

Proposed dates (confirmed with Chair)

Only 3 hours slots – we will confirm exact time shortly

Inquiry event 1: Jan – Cambridge – **21st January**

Inquiry event 2: Feb – Stansted – **11th February**

Interim report launch: Mar – London – **15th March (AM)**

Inquiry event 3: Apr – Harlow – **5th April**

Inquiry event 4: May – London – **12th May**

5. FOR DECISION: GROWTH COMMISSIONERS – DISCUSS AND FINALISE PRIORITIES AND OPTIONS FOR THE WORK PROGRAMME AND INQUIRY EVENTS

Discussion issues and decisions to be made

HOW FAR DO THE GROWTH COMMISSIONERS AGREE WITH, OR WISH TO AMEND THE FOLLOWING?...

- The proposed deliverables, and main outcomes from the work of the Growth Commission
- The background research and studies/reports that are proposed?
- The format, and structure of the inquiry events

HOW WOULD THE GROWTH COMMISSIONERS DEFINE A SUCCESSFUL OUTCOME FROM THE PROGRAMME?

- What kinds of events/ presentation formats or debates do the growth commissioners think will deliver the insights and lead to an informed collective view of the way forward?

OMMISSIONS AND OTHER ISSUES

- Are there any big questions that have not been mentioned or discussed?
- Are there any major omissions?

42 Berkeley Square, London, W1J 5AW

(If you have not notified us of any particular dietary requirements, then please do so to
Darren.Ford@lsc.co)

Contact:

Glenn Athey

glenn.athey@lsc.co

07799881037

