

Outer London Commission**Briefing note 1
The Outer London Commission Process****14th April 2009****Prepared by: Peter Wright**

Purpose

The purpose of this briefing note is to summarise the process being followed by the Outer London Commission (OLC). It is an iterative document which will be updated to reflect the current process as, and when, required.

This note includes the process up to the delivery of the Draft OLC report in July.

Additional work may be carried out beyond this date in discussion with the Mayor, Will McKee (OLC Chair) and the other Commissioners.

1. Summary

The Outer London Commission (OLC) has been set up by the Mayor of London to *“develop policy recommendations to help enable outer London to realise its economic, social and environmental potential and play a full part in London’s continued success”*. See Annex A for the Terms of Reference of the OLC.

2. OLC Commissioners

The OLC is composed of representatives from diverse backgrounds, including borough representatives, voluntary sector, developers, transport and economic development specialists, academics and independent planners¹. The Commission is chaired by Will McKee (CBE). A full list of Commissioners is provided in Annex B.

3. Methodology

In order to provide a balanced and informed set of policy recommendations, the OLC is using three supporting methodologies. Firstly, the OLC is using existing research and data to characterise the historic circumstances and performance of outer London. Secondly, a set of initial questions is being used to frame the debate during consultation with stakeholders. This is both through direct correspondence and during public meetings in each sub-region. Finally, the expert judgements and experiences of the Commissioners are being utilised in analytical sub-groups and as sounding boards to develop evidence-based recommendations.

3.1 Existing and new research

The OLC is using data and reports from within the GLA family (GLA, TfL, LDA and GLAeconomics) as well as other materials relevant to outer London. A continually updated bibliography is provided on the OLC website

¹ • Commission composed of 4 business, 3 boroughs, one each from TFL, LDA, academia, design, voluntary, independent planning

<http://www.london.gov.uk/olc/docs/OLC-bibliography.pdf>. This information is being used to build an evidence base, which will be used by the OLC to develop policy recommendations. If necessary, the evidence base can be used in the formulation and refinement of relevant Mayoral strategies, e.g. The London Plan, Economic Development Strategy (EDS), Mayor's Transport Strategy (MTS) etc.

If new research is required it is either being undertaken immediately, or will be included as part of the recommendations in order to provide a more complete picture of the issues facing outer London.

3.2 Questions and consultation

A list of initial questions has been produced by the OLC as a framework for stakeholders to use during consultation. The questions are based around economic development; quality of life; and transport (see Annex C). The closing date for submissions in response to the questions is **5th May 2009**.

In addition to written correspondence, the OLC is holding a series of public meetings. These will start and finish at City Hall, with each of the sub-regions outside central London being visited by the Commission. The dates and locations for these public meetings are as follows:

24 th February – Central London	City Hall
18 th March – North London	Haringey
15 th April – South London	Kingston
13 th May – East London	Romford
17 th June – West London	Ealing
1 st July – Central London	City Hall

The meetings provide an opportunity for the boroughs and sub-regional partnerships to respond to the issues raised by the OLC that are relevant to their sub-region. The meetings are used to initiate dialogue between the Commissioners and sub-regional representatives and will be used to generate further discussions.

Correspondences and materials from the public meetings will be evaluated to identify recurrent themes and issues raised, as well as potential policy levers available. The output of this iterative thematic analysis will also be used during private meetings of the OLC to develop thinking and recommendations for next steps.

3.3 Sub-groups

Officers originally anticipated that the Commission might wish to work in thematic sub-groups around specialisms. However, members of the Commission have found it more productive, at least initially, to work together as a group. More specialist sub-groups may form at a later stage to address particular issues.

4. OLC reporting

The OLC will produce an initial report to the Mayor in **June/July 2009**. This will seek to address the objectives set out by the Mayor to the Commission in its terms of reference. The report will set out the high-level outcomes and propose ways in which

this can be achieved, based on the evidence collected during the analysis. It is likely to focus on:

- Identify the scope to 'grow' the Outer London economy on a sustainable basis: removing barriers to growth for competitive, established sectors/in attracting new ones
- Explore the potential contribution of a few large 'growth-hubs' eg Stratford, Croydon, Brent Cross, Heathrow area
- Wider rejuvenation of Outer London's town centres and other business locations
- Enhance the 'quality of life': business and residential environments
- Examine the relationship between demographic, housing and economic growth
- Make the most of Outer London's distinct townscapes, including potential of some locations for tall buildings
- Improve infrastructure, especially the balance between different types of orbital and radial movement, strategically & locally,
- Extend and deepen the skills base, addressing barriers to employment now & in future,
- Enhance linkages with other parts of London and the wider South East,
- Suggest more effective funding arrangements and new priorities for the future
- Suggest refinements to relevant institutional arrangements.

The Chair of the OLC hopes to present the initial report at the meeting in Central London on **1 July**. The OLC recommendations will then be used to consider potential policy responses in the further refinement of the London Plan, EDS and MTS².

While the terms of reference of the Commission allow it to continue in existence until the Mayor has taken into account the OLC's report on the consultation draft Plan and other strategies, it is hoped that most of its work will be completed by summer 2009 to inform the consultation draft Plan. If necessary the Chair will advise the Mayor on whether the Commission can add extra value to the London Plan process beyond that point.

Key deliverables

- Report in July 1
- Executive summary and recommendations (for agreement at pre-meeting before July 1)
- Presentation given by Chair of Commission
- Evidence base behind OLC
- Input in to London Plan, MTS and EDS (all relevant strategies at proposal stage in advance of public consultation)
- Gaps and recommendations, e.g. Funding and institutional arrangements

Timescales

The overview programme, setting out approximate timescales for the OLC, is included as Annex D.

² These strategies will all have just completed Assembly and Functional Body consultation

Annex A: OLC Terms of Reference

Source: <http://www.london.gov.uk/olc/meetings/3feb/item3.pdf>

Outer London Commission – Meeting 1 Item 3

The Outer London Commission will bring together representatives of:

- Outer London boroughs³
- Other public sector agencies with an interest in the development and regeneration of outer London
- Sub-regional and similar partnerships (such as business improvement districts)
- Developers and landowners
- Experts in the fields of planning, economic development and development finance
- The GLA Group (including the London Development Agency and Transport for London)

To develop policy recommendations to help enable outer London to realise its economic, social and environmental potential and play a full part in London's continued success.

The Commission will:

1. Identify the extent to which outer London has unrealised potential to contribute to London's economic success, the factors that are impeding it from doing so and the economic, social and environmental benefits that could be achieved.
2. Recommend policies and proposals for the future development of Outer London to the Mayor for inclusion in the London Plan, its associated supplementary guidance and other GLA Group strategies and guidance. These should include:
 - Ways of encouraging employment growth in outer London
 - Ways of identifying, and supporting the development of major and secondary economic growth hubs in outer London. The Commission may want to suggest particular appropriate locations or establish criteria to designate such locations.
 - The role of town centres and town centre-based initiatives such as business improvement districts, town centre partnerships etc.
 - The part that heritage and urban design issues (eg appropriate locations for tall buildings) might play
 - Clarify the links between housing, retail, office-based and other types of employment and development in outer London
 - Links and tensions between economic success and improving quality of life in outer London, and ways of managing these effectively
 - Infrastructure and other investment required to support economic growth in outer London. This may include a preliminary estimate of the

³ For this purpose, "Outer London" is taken to mean the area covered by the 20 boroughs classified by the Department of Communities and Local Government as being "Outer London Boroughs" for grant distribution purposes.

order of investment likely to be required, relative priorities and the timescales and innovative approaches to transport and parking.

- Means of funding such infrastructure and investment
 - Any issues that are presented by the relationship between outer, inner and central London
 - Any issues that are presented by the relationship between outer London and neighbouring areas outside London in the East and South-East of England.
 - Any other issue identified by the Commission as meriting consideration.
3. Make general and place-specific recommendations about implementing the policies and initiatives, including:
- improving the current arrangements for sub-regional working
 - encouraging more effective joint action by boroughs, the GLA Group, other public sector agencies and the private and not-for-profit sectors.
 - ways to make public, private and third sector partnerships to secure investment and development in outer London more effective.
 - Establishing more effective dialogue with neighbouring regions to secure co-ordinated economic development of outer London and neighbouring parts of the wider metropolitan area.
4. The Commission will work with other outer London stakeholders in the private, public and voluntary sectors to ensure the widest possible support for the Commission's recommendations and proposals.

The Commission's report should be evidence-based, drawing on the information about economic, demographic, social, environmental and other data held by the GLA Group and other organisations.

The Commission's secretariat will be provided by the London Plan Team at the Greater London Authority, with input from other parts of the GLA and GLA Group as may be required.

The Commission will produce an interim report for inclusion in the London Plan review by June 2009 and submit its final report by the end of December 2011.

Annex B: OLC Commissioners

William McKee, CBE Chair
Peter Bishop Design for London
Peter Eversden London Forum of Amenity and Civic Societies
Sir Terry Farrell Adviser on architecture and civic design
Cllr Mike Fisher London Borough of Croydon
Professor Ian Gordon London School of Economics
Peter Hendy (Michèle Dix) Transport for London
Robert Heskett Land Securities
Nigel Keen John Lewis Partnership
Cllr Clyde Loakes London Borough of Waltham Forest
Cllr Serge Lourie London Borough of Richmond-upon-Thames
Tony Pidgley Berkeley Group
Peter Rogers London Development Agency
Colin Stanbridge CEO London Chamber of Commerce
Corrine Swain Arup

Annex C: Initial Questions for OLC

Source: <http://www.london.gov.uk/olc/questions/>

(A) Economic

(1) Why has Outer London growth in employment lagged behind that of Inner and Central London and that of the South East?

(2) What factors have contributed to the uneven performance of economic sectors and geographic areas in Outer London? Why have some economic sectors prospered and others declined? Why have some areas done better and others worse?

(3) Overall, what are the main barriers to economic and employment growth in Outer London and what factors need to be addressed to allow the region to fulfil its economic potential? In particular, what investments are needed (particularly transport, both private/public, and education/skills and business support) to best ensure employment growth to 2031 either in existing or new sectors?

(4) Which of the current employment sectors in Outer London will be thriving in 2031 and will any new sectors have emerged by then? Should we be actively encouraging particular sectors or focusing more on barriers that could be holding back growth in outer London?

(5) The Commission's 'First Thoughts' paper outlines some ideas on the form 'super-hubs' might take and possible locations. Do you consider the development of 4 or 5 super-hubs in Outer London would enhance the Outer London's overall employment growth potential? What form do you think they might take? What role could mixed use development have there?

(6) Which super-hub locations would you consider best meet the aim to improve Outer London's economic performance and why? What can be done to ensure that the super hubs are sufficiently attractive to business that businesses would want to base their operations there? What is required to ensure that a sufficient employment base is created for a super hub; in particular, could growth be achievable with or without infrastructure improvements (specify the infrastructure improvements needed)?

(7) If super-hubs are created, what role would you envisage for other town centres and other business locations/hubs (eg Park Royal) in Outer London and how can those roles be enhanced alongside the creation of super-hubs?

(8) What do you consider would be the optimal balance of employment opportunity for outer London between local opportunities, those in Central or Inner London, or those outside London in nearby growth corridors? What are the implications for these other areas?

(B) Quality of Life

(9) In absolute and relative terms (compared with Central and Inner London and the South East) how has the residential environment changed (good or bad) in Outer London over the last 25 years and how has this affected its attractiveness as a place to live, work and do business.

(10) What improvements would bring about the greatest improvements to the quality of life for outer London residents, workers and businesses? How would these bear on the economic objectives of the Commission?

(11) How could super hubs affect the quality of life in Outer London for residents, workers and businesses?

(12) How important is the provision of **local** social infrastructure to the quality of living in Outer London? (schools, health or other specific infrastructure). How does this bear on the economic objectives of the Commission?

(13) What are the factors that give your or other districts in Outer London a sense of place and community ownership? How will these bear on the economic objectives of the Commission?

(14) What improvements would you like to see in the quality of the public realm eg open space quality and provision? How will these bear on the economic objectives of the Commission?

Transport

(15) How would you make the super-hubs you have indicated more generally accessible to residents and workers from across London and outside? What is an acceptable balance between public transport and provision for cars? Will this vary in different parts of Outer London eg in the Thames Gateway relative to West London

(16) What approach should be taken to traffic management including car parking, congestion and pollution and the bearing these have on climate change? How could this bear specifically on super-hubs, and more generally across Outer London if employment growth rose above historic trends and travel patterns changed as Outer London became a more attractive place to work?

(17) Where traffic demand exceeds capacity in outer London, what tools would be most effective for smoothing traffic around town centres (and managing crowding) in addition to or where there is not scope for infrastructure improvements?

(18) Extensive radial public transport networks already exist to town centres and some super-hubs, what needs to change to make them the modes of choice?

(19) The development of super-hubs is likely to require public transport improvements to make them more accessible. That in turn is likely to need residential densities to be optimised around and within the super-hubs to justify the necessary transport investment. Is this trade-off acceptable to secure better public transport access and employment growth and is there a particular, economically viable, balance to be struck between residential intensification, transport investment and employment growth?

(20) Do super-hubs need to evolve into 'hub and spoke' networks serving the neighbouring areas to make the most of opportunities for local residents? How could a hub and spoke network service the more geographically extensive labour markets required to support super-hubs (and provide accessible opportunities to more workers within and outside London)? If these networks are road based systems, should options for further demand management be considered?

(21) More generally, what are the key destinations/services which people in Outer London want access to?

(22) How important is the provision of local transport infrastructure to the quality of living in outer London? How does this bear on the economy of outer London?

Annex D: OLC Provisional Programme

Outer London Commission - Work Programme (Draft)
Version 1.0

Week starting Monday	March					April				May				June				July			August				September			October			November			December									
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Overview																																											
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