

11 December 2016

Dear Sadiq,

Thank you for your invitation to take part in the initial consultation on *A City for All Londoners*. As you saw from your recent visit to the borough, all of us in Sutton are determined to contribute to London's growth and future success as a global city. That's why we want to work with you to ensure your future vision for London, and the strategies that feed into it, provide real opportunities for all Londoners whilst driving forward national prosperity in these uncertain times.

We are a progressive borough and put the welfare of our communities at the heart of our work. We believe in a greener London offering residents good job prospects and economic dynamism; healthy lives; strong, resilient communities; and safe neighbourhoods. We already have developed significant foundations we can build on together, most obviously our mission to establish the London Cancer Hub as the world-leading centre for cancer treatment and drug discovery - a mission that inches closer to completion thanks to your support and enthusiasm.

I hope you feel similar enthusiasm for the ideas and examples set out in our response to *A City for All Londoners* - an opening gambit, if you like, previewing how we can work with you to realise your hope that 'everyone, regardless of their background or circumstances, is able to share in and make the most of London's prosperity, culture and economic development.'

The following pages are grouped under the headings provided by you, plus thoughts on 'an inclusive city' triggered by your recent workshop of the same name:

- 1. Accommodating growth**
- 2. Housing**
- 3. Economy**
- 4. Environment, transport and public space**
- 5. An inclusive city**
- 6. A city for all Londoners**

Please do not hesitate to contact either us if you have any queries or wish to discuss and debate the contents of this submission further.

With best wishes,



Cllr. Ruth Dombey OBE  
Leader, the London Borough of Sutton

## 1. Accommodating growth

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### *Introduction*

1. Sutton has become one of the most popular places in the UK to live and work, positioned between Heathrow and Gatwick airports, and just 30 minutes away from central London by rail (in theory, at least!). The foundations for significant growth in the borough are already in place. They include a skilled workforce, space to grow and a council that puts commercial innovation at the heart of its plans. Continued growth and business development are crucial to Sutton's future. As such, we fully endorse your headline priorities to build 50,000 homes per year to 2041; support economic growth; and tackle climate change. The following paragraphs set out what we are already doing to promote these areas, and sketch out our response to key consultation questions.

### *Local planning, housing growth and regeneration*

2. We have just published our new draft Local Plan that proposes to increase our annual housing growth target from 363 to 427 units a year. We have also identified estate regeneration opportunities we want to discuss with you. With the right level of investment in both physical and social infrastructure - and with the full consent and engagement of existing tenants and residents - we believe intelligent estate renewal has the potential to increase our housing target considerably.
3. In terms of allocating borough targets as part of the total annual targets, we think they should be distributed according to each borough's ability to provide viable sites for housing. Sutton is constrained and has very few sites to accommodate the levels of development we might want to achieve. However, as above, we are keen to work with you to explore and create new models of design and delivery to allow for suburban densification and maximise the plots of land we do have in order to meet London-wide targets. Again, any such proposals would need to meet with the assent and approval of existing residents.
4. Regardless of the nature of the stock that we seek to build, we agree intelligent design and good-quality (if not timeless) architecture is a priority in all aspects of development, including infrastructure and public realm projects. We want to collaborate with you, our outer borough colleagues and others to author new design principles for future suburban development.
5. We stand with you in your desire to resist the loss of office space to residential use. To this end we support, and are happy to be involved with proposals to explore, the devolution of the the National Planning Policy Framework to London government. This would give us the opportunity to craft a meaningful planning system, one that enables effective and timely delivery of our plans for growth and prosperity whilst being in line with the needs of both Londoners and the boroughs.

6. Our Local Plan sets out the need for new physical and social infrastructure projects, signalling their importance in reducing inequalities between communities and residents. Sutton has a particular challenge in terms of available schools places, and we would value a discussion with you to see how this can be met in the future.

*The building blocks of good growth*

7. A renewed planning process along these lines would underpin our collective efforts to achieve good growth across Greater London.
8. Sutton's Town Centre Masterplan provides a vision and direction for the future development of our town centre. It demonstrates scope and appetite for growth in a way that does not diminish the historic environment, or the importance of culture and heritage to contribute to our sense of place. The delivery strategy for the Masterplan recognises the importance of working in partnership with local and London-wide organisations to help develop fresh ideas and ensure sustainable growth.
9. To date the Masterplan has delivered a number of public realm improvements in an effort to cultivate and sustain the pre-conditions for investment. We have enhanced key gateways at the train station and around the new Sainsbury's development at both ends of the high street. Plans are underway to improve a number of shop units and discussions are well advanced with landowners, businesses and investors to bring forward a package of opportunity development sites across the town.
10. We are proud of our cultural capital in Sutton and are currently awaiting the outcome of our bid to be London's only Heritage Action Zone (one of only nine nationally). If successful, this will help us connect investment and development opportunities with the borough's built heritage. We welcome your proposal to draft a Cultural Infrastructure Plan, and are happy to collaborate on this with you.
11. We support your continued emphasis on utilising public assets to further London's growth ambitions. We are already very active in this area, working with central government as part of the One Public Estate programme to bring forward a number of public ownership models and then, in turn, drive the pace and shape of economic and housing growth. The current focus is around the proposed London Cancer Hub (see below) with a proposal being developed for the delivery of Sutton rail station as a major commercial/residential hub in line with our Masterplan. Based on our experience we urge you to take an expansive, 'big picture' approach to asset utilisation. The use of public assets for other commercial development can unlock housing growth on privately owned sites and transform our collective ability to meet the 50,000 target.
12. Whilst the continuation and intensification of central activity zones are obviously vital to success, we are cheered by your recognition of the importance of strategic employment locations across the whole of Greater London.

13. As you know, in Sutton we are extremely excited by the very significant opportunities proffered by the London Cancer Hub. If given the go-ahead the hub will have the potential to be the world's foremost centre for cancer treatment and drug discovery, not to mention the catalyst for significant economic, social and educational innovation. We need your support and backing in bringing the proposed hub forward as a flagship project for both Greater London and the nation. Effective public transport is key to our shared aspirations for the hub, namely the proposed Tramlink extension via Sutton town centre. For the absence of any doubt, we are fully committed to working with you, the Deputy Mayor for Transport and colleagues at City Hall to create the conditions necessary to secure the tram's arrival in Sutton.
14. The London Cancer Hub can stimulate new clusters in the economic geography of London, create the possibility of a London-Cambridge life science axis following the proposed tramlink extension route from Sutton through to Crossrail 2, and thereby creating a life science corridor anchored by the London Cancer Hub and including the Crick Institute and the Wellcome Trust.

#### *Green growth*

15. We share your desire to protect green spaces; champion green growth and work towards a zero carbon London by 2050. Indeed, this desire is central to our core mission as a council, not to mention our own ambition to be the greenest borough in London. We are the only London borough - and one of only two nationally - to have signed up to the ongoing One Planet Living initiative to make truly sustainable living a reality. Our Local Plan includes proposals to increase the area of accessible open space in the borough by 40 hectares and to roll out a decentralised energy network to provide sustainable low carbon energy across the borough - and beyond.
16. Our efforts to stimulate green growth in Sutton are driven forward by a specialist team that leads a South London initiative to transform public service approaches to both the circular economy and wider patterns of sustainability. We are keen to work with you and your team to accelerate this work across the whole of the city.

## 2. Housing

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### *Introduction*

1. We support your commitment to building more affordable, low-and-zero carbon homes. We also support your decision to prioritise new development around existing hubs such as local town centres and transport interchanges - a vision that dovetails with ours.

### *Affordability and supply*

2. We understand the rationale behind, and therefore welcome, your decision to introduce a degree of flexibility to the 50 per cent target for new development. Indeed, we encourage further consideration of local circumstances regarding how these proportions can be achieved. We think planning authorities should be given greater leeway to look at individual sites on their merits, within local and London-wide frameworks.
3. Looking at external pressures on affordability, we support your decision to better examine London's position at the heart of the global housing market. We urge you to undertake a forensic study on the adverse impact of 'buy-to-let' and 'buy-to-leave' on the London (and sub-regional) housing market(s).
4. We agree there is a need to support workforce development and training within the construction industry and we must not lose sight of the fact developers have a reputation for restricting supply in an effort to maintain artificially high values. They have almost no incentive to increase supply to a point where it reduces prices and cuts their profit margins. Encouraging new, smaller house builders into the marketplace could help improve the situation and we feel there is a pressing need to radically rethink how we provide homes for Londoners.

### *Homelessness and Mayoral housing initiatives*

5. Sutton has been lucky to avoid the worst impact of the blight of homelessness, at least when compared to other London boroughs. However, in recent years the pace of increase has given us serious cause for concern, with an increase from 280 homelessness cases in April 2015 to 411 in April 2016 and 510 as of November 2016. This trend, which we know is being replicated across Greater London, adds even greater urgency to the need to tackle the housing crisis that threatens to overwhelm us if it proceeds unchecked.
6. To this end we believe that the London Living Rent concept, the proposals for Mayoral Development Corporations, the No Nights Sleeping Rough Task Force and the exploration of build-to-rent models (alongside greater enforcement against

criminal landlords) constitute a useful, and much needed, blueprint for the hard work ahead.

### 3. Economy

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#### *Growth, attraction and retention of talent - and the economic case for the London Cancer Hub*

1. We agree with you about the need to grow, attract and retain 'talent' in London. Indeed, the ability to do so is central to our proposal for the London Cancer Hub which, once completed, will provide over 13,000 jobs - 7,000 of them in scientific, medical and associated fields.
2. We recognise that to secure this talent we need to have a strategy focused around a mix of overseas and home grown talent. As such, it is important to support and develop travel-to-work clusters around key transport links such as Tramlink and Crossrail 2. As we have already established, this transport corridor follows the life science sector from the London Cancer Hub up to Cambridge and reinforces proposed investment in the Oxford-London and Oxford-Cambridge links as the third side of a possible Oxford-Cambridge-London life science triangle.
3. The question of funding for, and investment in, the Tramlink extension to the London Cancer Hub is one of local, regional, national and international significance. Funding for the tram will secure the establishment a unique and dynamic economic, scientific and educational opportunity to benefit the whole country. It will contribute to the marketing collateral that London & Partners can use to promote London on a global stage.

#### *Tackling socioeconomic inequality*

4. We welcome your proposal for a new equality framework - in particular your decision to incorporate key indicators regarding fairness and the reduction of economic inequality. Allied to this, we welcome your proposals to deliver more childcare places, address youth unemployment and strive for continuous improvements within London's schools.
5. We welcome your proposal for the London Living Wage and plans to reduce inequalities in the workplace with the creation of a new Economic Fairness Team. We are already working with partners to provide Sutton residents a range of skills, employment and business support initiatives such as the Sutton Apprenticeship Hub and the Our Place - Embracing Mental Health project.

#### *Business development and support*

6. We agree with you that small-and-medium sized enterprises (SMEs) are vital to London's economic success and need a concerted effort to focus efforts on improving tourism, culture and the night time economy. We are interested to learn

more about the proposals for Creative Enterprise Zones and welcome the opportunity to explore how such a zone could work in Sutton.

7. More broadly, we want to work with you to develop a 'London Works' style approach to integrated business support provision - with consistent branding and points of entry to allow businesses and potential investors navigate their way from the local, to the sub-regional, to the pan-London and then global business stage.
8. With three thriving Business Improvement Districts, Beddington for Business (industrial), Kimpton (industrial), Successful Sutton (high street) and a fourth high street BID in Worcester Park being explored, Sutton has a proven track record in supporting BIDs as an effective mechanism for promoting local regeneration, inward investment and economic development.



#### 4. Environment, transport and public space

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##### *A modern transport system*

1. Transport is the most significant challenge to stimulating growth in Sutton. We remain committed to your proposal to transfer the Southeastern and Southern rail franchises to Transport for London (TfL), and stand ready to work and campaign with you to see this proposal become a reality.
2. As you know, we are fervent champions of the Tramlink extension to the London Cancer Hub via Sutton town centre (to connect Sutton into Crossrail 2).
3. We support the introduction of low emission vehicles, and applaud your promotion of a modal shift from cars to cycling and walking. We know there is greater scope to improve bus services across Sutton and the wider area, and need to consider how best to improve orbital routes across South London. We feel there is a need for a more comprehensive approach to Greater London's transport system. If we are bold we can create a truly integrated, multi-modal transport system to meet the needs of London's residents, workers, visitors and investors alike.

##### *Improving air quality and promoting healthier modes of transport*

4. As set out above, we support a stronger focus on the circular economy, the aspiration to becoming zero carbon and recognise that improved air quality, in particular, is fundamental to our future success as a city. To this end we welcome your plan to set up a new ultra low emission zone by 2019, coupled with a drive to make all new buildings 'air quality positive.'
5. We welcome your focus on cycling, walking and the associated Healthy Streets initiative. Cycling forms an important element of Sutton's Sustainable Transport Strategy which is already delivering on the Quietways programme and we are keen to explore what more could be done to support our shared ambitions in this area.

## 5. An inclusive city

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### *Introduction*

1. The promotion of inclusion and fairness is at the heart of our mission for the people of Sutton. Our vision is to build a community in which all can take part and all can take pride. We know this vision will only be realised through a true commitment by the council and Sutton's residents to promote diversity and ensure we recognise and celebrate difference within the context of fairness and equality. We want to work with you, the other boroughs and, most importantly, communities across the capital to shape and share a similar vision to the benefit of all Londoners.

### *A healthier city*

2. We are interested in the notion of health and wellbeing being referenced explicitly in the London Plan, and more focus directed at investigating the interplay between economic dynamism, economic fairness and the promotion of better health.
3. We have had great successes with the London Health Board and other pan-London initiatives in recent years (e.g. HIV prevention services) and there is still room for improvement. We agree with you that health promotion across Greater London needs greater collaboration between the boroughs and with the leadership at City Hall. As individual boroughs (and sub-regional groupings) are wrestling with how to design and implement radical new place-based health and care systems there is a continuing role for you to lobby on our behalf.
4. We applaud your intention to prioritise better mental health for all Londoners and want to work with you and share the insights we have gained locally thanks to our aforementioned Our Place initiative.

### *Community, active citizenship and social infrastructure*

5. We welcome your appointment of a new Deputy Mayor for Social Integration, Social Mobility and Community Engagement, and look forward to meeting with him to discuss what you and the rest of Greater London can learn from what has long been referred to as 'the Sutton Way' i.e. our commitment to meaningful, systematic engagement with local communities and the groups that represent them.
6. We are particularly interested in working with you and the Deputy Mayor to provide ideas for new forms of active citizenship across London and how to promote them, e.g. providing support and guidance for local community health champions, supporting their neighbours as they navigate issues regarding health awareness and systems' transformation, local and London-wide 'buddie' schemes for young offenders leaving prison, or building on our very successful neighbourhood watch system, helping it evolve into a 'community watch' model of action and participation.

7. Turning to social infrastructural needs, we need to do more to help create and foster communities of identity, especially in neighbourhoods and/or for groups that straddle municipal and other public sector boundaries, that give us an opportunity to target services and support for the most disadvantaged (e.g. certain BAME and/or European communities, disabled people, Gypsy and Traveller communities, victims and survivors of domestic violence). Key to this is genuine dialogue and a desire to listen to the relevant communities, and concerted, meaningful initiatives to involve them in the co-design of relevant services.
8. We have started to devote some time to thinking about this as part of our efforts to create The Sutton Plan - as outlined in the paragraphs below.

*Towards a new model of public service and engagement - The Sutton Plan*

9. The Sutton Plan is the working title for a groundbreaking programme of work to engage every public service partner and key stakeholder operating in the borough and develop a vision and plan for our future. It will set out a shared vision we are working towards, the strategic priorities critical to realising that vision and a blueprint for how public services, the third sector, businesses and local people will work together to achieve them.
10. The Sutton Plan is the product of many conversations with local residents, local organisations, businesses and public service organisations. The collaborative process we are using will be a template for how we will achieve the vision by working together.
11. As a piece of public service reform, this work is underpinned by the following principles:
  - Think Sutton first - prioritising the needs of Sutton and its communities, rather than any single organisation;
  - Work across sectors - building and sustaining relationships based on commitment to our shared vision;
  - Intervene early - tackling the causes of problems rather than waiting to react to their symptoms;
  - Build coherent and resilient communities through the way we work;
  - Provide coordinated and seamless delivery for those people accessing services - reducing the number of interactions people have with services and reducing the duplication of interventions among providers;
  - Do what works best, regardless of who does it - developing cradle-to-grave pathways that speak to how people actually lead their lives and are 'producer neutral', and striving for more robust evidence-based commissioning; and
  - Be resident-centred - we want our residents to be at the heart of everything we do and the ways we work. We will listen to their issues and priorities, finding out what is

happening in their lives and how they would like us to respond. We want our residents to help drive change in the borough on the issues they care about.

12. We have already made significant progress on this and are hoping to publish a first draft of The Sutton Plan, setting out the findings of joint-working research projects, early in the new year. We want to share our thinking with you - and discuss how you can help us deliver a genuinely radical shift in the way we plan and deliver services and engage and collaborate with our residents.

## 6. A city for all Londoners

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1. We support your drive to create a fairer, more equal city, your stated desire to address all forms of discrimination and disadvantage and your promotion of strong communities and active citizenship.
2. We welcome your decision to focus on safer and more secure communities, in particular the proposal for a Police and Crime Plan to focus on key priority areas. Like you, we regard culture as a cross-cutting theme for employment, investment, tourism and quality of life. We look forward to bringing your New London Borough of Culture and Love London initiatives to life in Sutton!
3. On a general point of geography, we think it is time for all of us in Greater London to give serious thought to the relationship between the city and its hinterland in the greater South East of England. We need to consider the medium-to-long term needs of improved transport links (including attendant travel-to-work areas), future key sectors and clusters (proposed London-Cambridge Axis) and key infrastructure projects (the Lower Thames Crossing and London's airports) all of which will have an impact on the performance of London as a global city. We appreciate as Mayor your focus and powers are limited to Greater London, but we all need to play a more strategic role in shaping those plans, projects and investment opportunities beyond our boundaries if we are ever to secure a better and more prosperous city for all Londoners.

### *Sutton's headline messages*

4. **Better connections** - we remain committed to your plan for London-wide metroisation, in particular the transfer of failing rail franchises to TfL, and the proposal to extend the Tramlink to Sutton town centre and the proposed London Cancer Hub.
5. **The foundation of the London Cancer Hub** - this is a flagship project for Sutton, not to mention the city, and would be a feather in your Mayoral cap if you were able to ensure its creation during your term of office. To reiterate, we are very keen to explore how we can work together to secure the delivery of this important, and much-needed, initiative.
6. **Housing for all** - this is one of the more difficult and challenging agendas, particularly within the context of the global housing market. We support greater focus on new models such as build to rent that emphasise the need to house people as quickly as possible. We welcome the opportunity to explore ways of relating house prices to income through some form of price discrimination mechanism.
7. **One Planet Living** - your push for zero carbon city closely aligns with Sutton's work as a One Planet Borough. This will a focus on growing the green economy and

translating green principles into all aspects of our lives. Allied to this, your aim to prioritise the importance of better air quality is a fundamental requirement if our vision and associated actions are to succeed.