GREATER**LONDON**AUTHORITY

Ian Gordon

I.R.Gordon@lse.ac.uk

Our reference: MGLA150523-7346

Date: 12 June 2023

Dear Ian

FOI – Activities under the Planning for London Programme (December 2021-May 2023)

Thank you for your request for information which the Greater London Authority (GLA) received on 14 May 2023. Your request has been considered under the Freedom of Information Act (FoIA).

You requested information regarding:

Specifically, in relation to PfLP I am requesting information on:

1. where the originally submitted formal evidence from December'21/January '22 is collated, recorded/listed and accessible;
2. the identity of the consultants who were being appointed to lead the (second) phase of "deliberative events" running from late 2022 to early 2023;
3. the eventual topics and objectives defined for the day events;
4. progress with the holding of these events with copies of background information/agendas provided for participants.
5. the basis of recruitment of participants to secure the stipulated representativeness of "London communities" , and the available information about categories of participant in this phase; and
6. the reports prepared (for Plan Team Leader, Mayor's Office or Assembly/ Committee use) on these events and related work undertaken by consultants/GLA staff on each focal topic; and
7. how these are being followed up in the planned "stakeholder phase" scheduled for this calendar year – of this PfLP work, preparatory to the Integrated Impact Assessment and a new version of the London Plan.

Please note that much of the information you request can be accessed through the Planning for London webpage https://www.london.gov.uk/programmes-strategies/planning/planning-london-programme and through our online engagement portal using the links in the hub page https://consult.london.gov.uk/hub-page/planning-for-london-programme.

In relation to the specific parts of your request:

2. 2CV were appointed to help run the deliberative events and will also help with the stakeholder events.
3. This information can be found online on this page https://consult.london.gov.uk/planning-for-london-deliberative-events.
4. All events have now been held. Copies of background information/agendas provided for participants – This information can be found on this page https://consult.london.gov.uk/planning-for-london-deliberative-events under the "See the deliberative documents here!" link.
5. Please see Annex 1 to this letter
6. Please see attached.

The following parts of your request are exempt from disclosure under Section 22 (information intended for future publication) of the FoIA.

1. where the originally submitted formal evidence from December'21/January '22 is collated, recorded/listed and accessible;

7. how these are being followed up in the planned "stakeholder phase" scheduled for this calendar year – of this PfLP work, preparatory to the Integrated Impact Assessment and a new version of the London Plan.

Section 22 of the FOI Act provides an exemption for information that is intended to be published in the future. Information is exempt if, at the time when the public authority receives a request for it:

- the public authority holds the requested information;
- the public authority intends the information to be published at some future date,
- whether that date is determined or not; and
- in all the circumstances it is reasonable to withhold the information until its planned publication.

Section 22 acknowledges that public authorities must have freedom to be able to determine their own publication timetables. This allows them to deal with the necessary preparation, administration and context of publication. It is however necessary to consider whether the public interest in maintaining the exemption (and withholding the information until the publication date), is greater than the public interest in releasing the information before this date.

In this instance, it is felt that there is a greater public interest for the GLA to keep to its original timetable of disclosure. The GLA's Planning team are currently preparing this material and as part of their launch for the events and subsequent engagement and plan-making activities and are required to effectively manage their workload and the work required to prepare such a large amount of information for publication.

The decision to proactively publish this information demonstrates the GLA's commitment to openness and transparency and we believe the current schedule for this information is appropriate. This information will be made available primarily on these two webpages when available: https://consult.london.gov.uk/pflp-stakeholder and Planning for London call for evidence | GLA Engagement Portal and https://consult.london.gov.uk/planning-for-london-online. It will be made available shortly after the first two events which are being held on the 26

June and 13 July. It will be made available to facilitate participation by those who are unable to attend.

It is noted that work on the Integrated Impact Assessment is being paused following the government consultation on Environmental Outcomes Reports which impact on this process.

The public interest – i.e. the best interests of the public – is met by the GLA being open and transparent, but also by managing its resources effectively, and this includes setting reasonable publication schedules to meet this public interest. While there is an obvious public interest in the release of information relating to the London Plan, we believe this is met by our intention to publish this information in the coming month. We do not believe the public interest favours the disruption that would be caused to GLA staff by expediting this publication when its early publication would not meet any immediate or exceptional public concerns at the present time. We therefore find the balance of public interest falls in maintaining the exemption and the GLA publishing this information in accordance with our existing publication timetable

Yours sincerely

Lisa Fairmaner
Head of the London Plan and Growth Strategies

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:
https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information

Annex 1

Methodology
4 x 6hr deliberative workshop 'events' (either all in one day or split over two evenings), 40 respondents in each

Sample
40 respondents per event – recruit 44 for 40
Demographics
- 40:60 split for Inner/Outer London
- Broad mix of boroughs
- Mix of genders (even female/male split)
- Ages: X9 18-29, x13 30-44, x9 45-59, x9 60+
- SEG: X20 BC1, x20 C2DE
- Ethnicity: At least 17 to identify as an ethnic minority, with at least 8 Asian Londoners and 5 Black Londoners, as well as 7 White Other and no more than 16 White British
- Mix of disability (at least 4 in every event to identify as disabled)
- and Sexuality that is representative of London
- Broad mix of family size and structure

Work and housing
- Housing tenure: mix of owners, renters and social housing, with at least 10 private renters and 10 social renters
- 45:55 split of no access to car: access to a car
- Mix of length of time living in London – from recent arrivals to people who have lived here since childhood/all of their lives
- Mix of London natives, those who have moved from other parts of the UK and those who have moved from other countries
- Mix of worker types – i.e. remote, working from home, commuters
- Mix of those who could and couldn't work from home during lockdowns
- None who work in a think tank, property development or town planning (+ usual exemptions)

Political affiliation/ interest
- Ensure a broad mix of affiliation based on voting history (no more than x10 to support any particular party)
- 26 to have voted regularly; 14 to not have voted regularly
- Minority to be party members (natural fallout but max 10)
- None who have been elected members at local, regional or national level or their employed advisers

Community participation
- All to be people who would not normally participate in community events (though not necessarily to reject them)
- None to be active members of community groups or to be activists
- None to be people who have informed local planning decisions

Conversation and Deliberation: May – Oct 2022

We have a large amount of evidence as to the challenges London faces in relation to planning and development. As well as the London Plan, we have Mayoral Strategies, manifesto commitments, the London Recovery work and various other relevant programmes to guide our long-term thinking.

We also have recent existing evidence about public priorities relating to recovery and their appetite for change; and what Londoners see as 'essential' requirements for a good quality of life in the capital (see appendix 1).

The challenges London faces are complex, evolve over time and require solutions that involve some degree of trade-offs. We cannot assume support for change from the public or our partners will continue to the same extent without further engagement, particularly given the recent shifts in context.

We can go faster and further by taking Londoners with us. To do this, we need to reach across London and give everyone a chance to be involved, aiming for a representative cross-section of voices, including those who are seldom heard. We want to deliver this activity in a way that is open and inclusive.

Delivery:

1. We wish to commission an agency to develop an overarching approach to delivering the public engagement, including creative concept that ties together all aspects of work.
2. We will commission a research agency to support the in-person deliberative events.

Our ambition:
We want to provide Londoners the space to explore these long-term challenges (especially where solutions require more of a public mandate) with the aim of creating a robust evidence base for a future London Plan that sets out where there is public consensus or not, and the reasons for that.

This is an opportunity for City Hall to be a pioneer and international centre of excellence in this type of deliberative and democratic process, while fulfilling the Mayor's manifesto commitment to further involve communities in planning.

Objectives:
This deliberative process will explore up to eight challenge areas.
- We want Londoners to explore and influence the long-term direction that London could go in.
- To understand Londoners views on the challenges and scenarios; the approaches to tackling them (including the trade-offs they may involve) and any mitigating actions to resolve contentious issues.
- We want to build consensus, through informed dialogue, as to the approaches and actions we should assess in greater depth

The engagement campaign must serve all aspects of public engagement relating to the Planning for London programme, including offline deliberation activity with opportunities to take part on Talk London and beyond.

We wish to share information and evidence (including expert testimonies) and public opinion insights generated across each area of engagement. We also want to provide visibility to the perspectives of different people or groups and to show areas of consensus and contention.

We need to make the experience as easy to participate in as possible, while still collecting data to understand who is taking part. The engagement activities must be well documented in order to provide a record of participation and clear insights into the next phase of the programme.

> **What we want Londoners to understand:**
> - That many of the challenges London faces have been many years in the making. Tackling these challenges – whether it's the housing crisis, climate change or long-standing inequalities – will need a sustained effort over a number of years.
> - At the same time, London continues to change and evolve, particularly since the pandemic. It's too early to know for sure, but we could see permanent changes in how and where people live, work and spend their time and money.
> - The Planning for London Programme was set up to explore longer-term issues like these and find possible opportunities and ways of tackling the challenges London faces, particularly those that relate to London's different places, spaces and buildings.
> - The choices are complex, and tradeoffs may be necessary. Choices and points of view are unique to individual's situations; what is best for the community might not be the obvious solution.

Target audiences:
We want to enable as many Londoners as possible to take part in this activity, extending the reach of deep deliberative events to wider communities, both on and offline. See appendix 2 for examples of engagement that have inspired our approach.

- We have been particularly inspired by the methodology and practice of [Democracy 2.1](). Used to inform a participatory budget process in NYC and also Paris COP in 2015, this method of **offline public deliberation alongside wider online engagement**, combined with multiple votes (positive and negative) **delivered rich insights** on public perspectives including **highlighting areas of consensus or divide**. We particularly admire how the NYC campaign joined up on and offline activities in order to make sure as many people could participate as possible.

- We are keen for our engagement to be **visually appealing, accessible and informative**. The 'Tech in the Dock' example from Nesta is a good example of how the complexity of an argument can be set out and feedback elicited online.

- Our engagement must be **inclusive of all Londoners**. We must make every effort to reach out to audiences who might be less willing or able to participate in standard activities. The engagement must be accessible to people with disabilities or those who have limited access to the internet or digital devices. We must demonstrably reach out to young people and non-white Londoners. The Future Cities Challenge engagement is a good example of a campaign that was built to ensure that young people and children were able to have conversations about their future in cities.
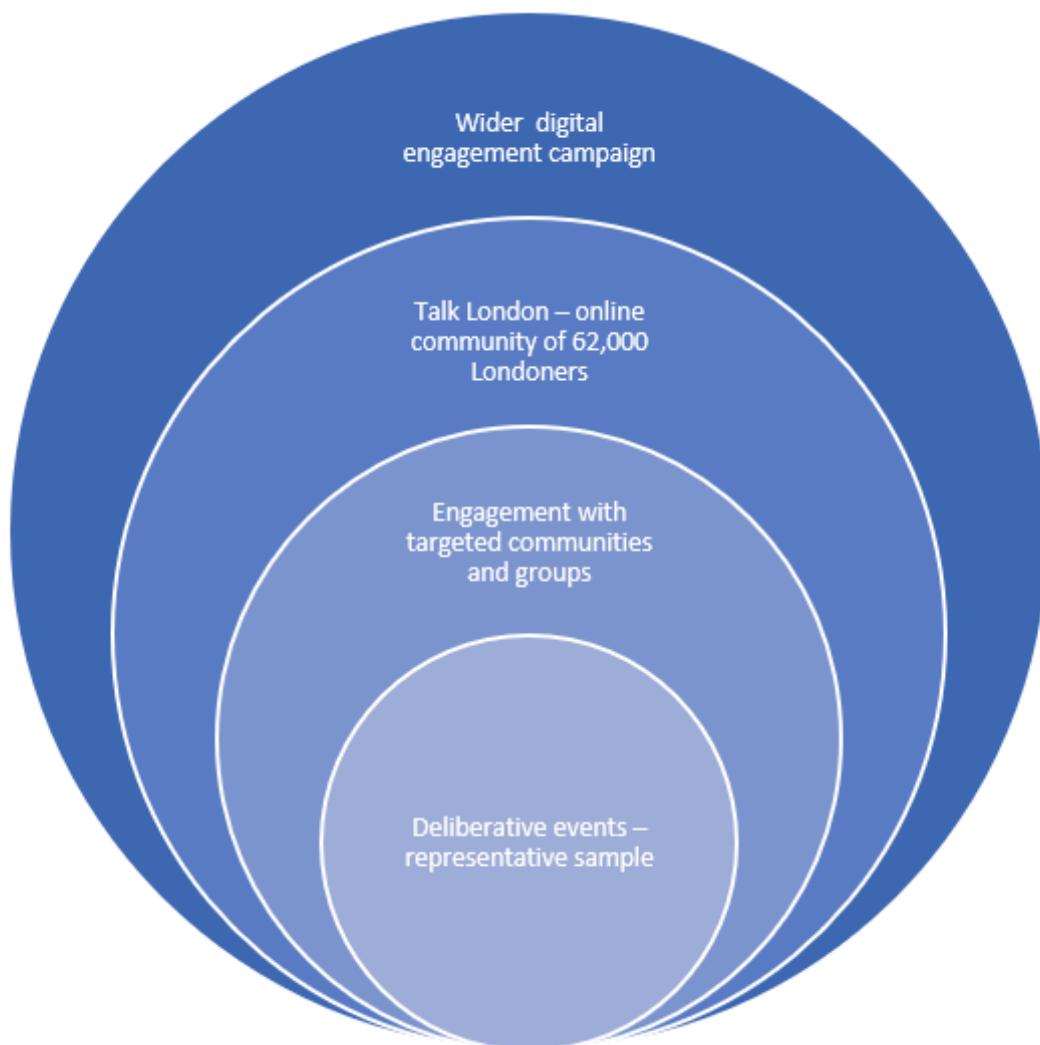
Outputs:
- An evidence base setting out Londoners needs and aspirations from a future London Plan. It will not produce recommendations, but it will provide a strong steer as to the public preferences for approaches to tackling these challenges.
- Differences in views between demographic groups or geographies must be made plain, including assessment of potential unequal distribution of benefits and risks.

- This output will contribute to the next phase of work, where specific options are assessed for feasibility and effectiveness, and impacts on different groups.

Timeline:

Period	Action	Outcome
May-June	PFL team will engage stakeholder organisations via roundtables, boards, task and finish groups, deep dive investigation.	Outputs and evidence will be produced for use in the public deliberation phase.
July – Sept	Deliberative process and wider engagement to examine the challenge areas and understand where there is or isn't a broad consensus or public mandate for action.	Outputs to inform phase 3 of engagement from October (assessing strengths and weaknesses of options)

Technical Requirements:
We require the successful agency (or agencies) to deliver against the following five areas of work. The successful agency will work with us to ensure that GLA resources and capabilities are fully integrated with delivery.

A. **A Planning for London Engagement Strategy**
- Setting out a vision for the programme of work, including connecting both online and offline information, deliberation activities, and communication of insights. It should have a strong focus on ensuring participants reflect the population of London, and we are able to hear and report on the views of a wide range of Londoners.

B. **Creative Design**
- To create a look and feel for the Planning for London programme based on the GLA design framework.

C. **Technology**
- To develop a digital approach to engagement that maximises participation in the Planning for London process. To provide seamless user journeys across all elements of delivery that encourage participation, ease of access and reporting.
- The engagement funnel (tools or content) can sit outside of GLA core platforms (LGOV and Talk London) but should look to incorporate them where sensible to do so.
- The online engagement phase requires a digital approach (e.g. online consultation; gamification; interactive maps; videos), but digital could also be used within the deliberative events to ensure comparability across formats.
- Digital approaches must be inclusive and suitable for a range of skills.

D. **Deliberative event/s (i.e. offline engagement phase)**

- To set out a proposal to run deliberative events that meet our objectives across the different challenge areas we identify through our internal scoping (currently ongoing). It should include detail as to how it will differ from and compliment engagement delivered online. It is crucial that participants reflect the London population.
- We anticipate that the events would include presentations or content from a range of relevant stakeholders and experts in the field.
- *Note*: The GLA may be able to provide a venue for some or all of the events, but this is unconfirmed. You are therefore asked to provide information as to event venues and costs as part of your bid.

E. **Marketing**
- To set out a marketing and communications strategy for the Planning for London programme.
- *Note*: the GLA's external marketing agency, Wavemaker, will be able to assist with outreach acquisition

Appendix 1 – Understanding Public Priorities

It is important that the challenge areas take account of public priorities.

Our research in late 2019 ([Priorities for Londoners](#)) and in Sept 2020 ([Future City](#)) has provided City Hall with a good awareness of Londoners priorities for recovery and their appetite for change. The majority of Londoners felt that now is a good opportunity to make significant improvements to the city, especially in relation to jobs and skills, equality, the environment, and green transport.

Research in December 2021 on a [Wellbeing Measure](#) for London set out what Londoners see as 'essential' requirements for a good quality of life in the capital. Participants valued the range of things to see and do, the diversity of communities, public transport and access to shops and amenities, and the opportunities for work and education. Cost of living is by far the biggest downside of the capital; while other negative aspects of life in London included significant traffic in residential areas, crime (particularly affecting young people and women), and overcrowding and noise.

Since the pandemic Londoners reported having a greater appreciation of community and the outdoors, including proximity to shops and amenities. Future hopes and concerns centred on health, work, finances, and housing. Geography was perceived as the key structural factor affecting quality of life. Inequality was linked with geographical inequalities. Public transport links, green spaces, traffic, crime etc. were all seen to vary across London, neighbourhoods, and streets.

Appendix 2 – Inspiration

Democracy 21
The tool focuses on building consensus
Shows the user that the community choice might not be the individual's choice
Identifies the most divisive choices

Tech in the Dock tool from Nesta:
The tool puts the user in the frame of mind that they are reviewing evidence before giving their verdict
Takes them on a journey so they learn more about the topic
The information is presented in an interesting way

Your commute:
GLA used data to make a common experience interesting
Tells the user something they didn't know about Londoners
Encourages sharing and more engagement

Your Future London:
Helps users understand what they care about, and how that relates to future London scenarios
Introduces the tradeoff element
Simple questions, eye catching design, shows your progress as you go through
Data capture element

Guardian voting tool:
It is a fun use of a voting tool
A nice simple way to present "evidence", seeing two sides of an argument
Downsides are that you have to wait and check back to see what the results are

Planning for London Programme: Challenges Overview Paper

Overarching themes and questions

We are exploring the idea of opening discussions with 'overarching' questions that participants may wish to voice views on before diving into how challenges might be addressed. These could include:

- **How London has changed**: giving participants some (very brief/high-level) historical context of change in London over the past 100 years to help frame debate about future change (e.g. inter-war growth, post-war decline, return to growth)
- **The challenges London now faces:** Bringing participants up to speed with how this change has culminated to where we are today and the issues we're likely to face in the next 5/10/20 years. This should pose the 'problem' at a high-level and lay down 'the gauntlet' to show why we've brought them together to get their views.
- **What is your experience of London's places today?** Asking participants questions like 'what do you value about where you live/other places you visit regularly?' 'What would you like to see improve in these places in the future?' to help contextualise discussions to follow
- **Should London change?** Allowing participants to voice their views of the potential for further change in London. This could include: explaining constraints and opportunities for managing change (e.g. limit to powers in London); exploring consequences of more or less change for different groups; sharing their views and experiences with each other and reflecting upon their priorities for what needs to change in the future in light of this

Questions on long-term challenges

We are seeking your feedback on the content below – please bear in mind:

- These questions have been selected/framed on the basis of:
  - Their **relevance to London's buildings, places and spaces** and planning for growth
  - Their suitability for **discussion directly with Londoners** (i.e. assuming little prior knowledge, framed around their experiences)
  - The extent to which **we don't know the answer** and/or there is a lack of agreement on a given issue where we can capture a range of views
- This means **there may be some important questions that this format does not serve well** and so aren't listed below. However, there is an opportunity to consider in the context given to participants, and more technical aspects can also be explored via the stakeholder events next year
- This process is to identify *what* questions we want to ask, not necessarily *how* we want to ask them (which will come later, particularly in October)
- It seeks to **channel us towards the right questions, not set them in stone** – there will be gaps to fill, adjustments to make and feedback needed before we finalise them in the next few weeks
- **Questions are part of a long list**. We won't have time to explore to explore all of them and we will need to prioritise once we're happy with the long list – views on which questions add more or less value would also be helpful
- **For ease of comprehension only, challenges are grouped** by the following topic areas:
  - Delivery of new housing in London
  - London's environment
  - London's transport and public spaces
  - London's economy, culture and heritage
  - London's communities

These are not necessarily the groups that would be used for events (as number/format of events is being defined in parallel) but is intended to be flexible enough to re-group as needed. Beneath this are a series of **cross-cutting challenges** to consider throughout (tackling inequalities, creating a city for all ages, catering for the needs of different groups, tackling poor health) why we have tried to reflect throughout.

Challenge Area	Delivery of new housing in London
	• Delivery of different housing types (including affordable, social, larger units or 'family' housing, specialist accommodation, plus evidence on any impact from remote work on patterns of demand)
	• Relationship between housing and its wider area and community (e.g. social infrastructure)
	• Design of individual sites e.g. building height, different typologies/forms of development (high-level)
	• Location and different sources of housing capacity, each with their pros and cons
Overview of context before exploring questions (e.g. nature of challenge, extent of powers, limits to what we can do, commitments we have to meet)	• **There is a significant housing need in London**, particularly among people who can't afford to pay market rates. Not building homes doesn't mean the population won't rise, and the national planning system is set up in a way that expects authorities to try to meet need
	• Housing need is sometimes difficult to predict and affordability is complex, with demand-side measures outside of London's control playing a role. However, sufficient supply (of different housing types) is important as well and low delivery in the past means there is a large shortage of homes for people already living in the city. If this shortage of homes continues or worsens, those least well off will typically be the ones to lose out as prices rise in response.
	• **We do have significant powers to meet this need** through the London Plan and local planning powers, including where development happens, how it is designed and (under the current system) what developers financially contribute towards
	• However, **we face significant constraints as well**. We have some power to distribute central government funding for new affordable housing, but not enough to fully meet the need for social housing. Much of London's land is privately owned and there are limits to how much we can influence market forces. We have no powers to control rents, stop purchases by overseas buyers, reduce immigration or put more taxes on landlords. There are also limits to how much we can influence beyond a site boundary e.g. impact on social and physical infrastructure.
Example questions	**Where should new housing go?** What is needed to support new housing? What can new housing bring to communities? What should new housing look like externally in different places? What do families need from housing and the neighbourhoods they live in?
	What are the pros and cons of different housing sources in different places? Where do Londoners think new housing should go, given these pros and cons? What should the scale of change be in different places to provide more new housing?

Challenge Area	London's environment
	• Reducing greenhouse gas emissions (including new and existing buildings, transport (see below), energy, whole life carbon and energy costs
	• Increasing resilience to climate change
	• Protecting and creating green space and infrastructure
	• Tackling poor air quality (including NOx and PM emissions)
	• Ensuring fit-for-purpose energy, water and waste infrastructure
Overview of context before exploring questions	• London faces a number of substantial environmental challenges, many of which will worsen without action. **The impacts of climate change on London include more frequent and intense storms, heatwaves and floods**. The physical design of the city can play a crucial role in reducing these impacts. Much of what is needed to change this is in London's control, although there are challenges to find enough space and funding.
	• **London also has a role to play by reducing how much it contributes to climate change**. While London is only a small part of global emissions, the same could be said of any one city, and yet **all cities will have to reduce their emissions**. London is also part of various legal obligations to reduce emissions, and how London responds to climate change may be an example other cities around the world may look to
	• **For certain sources of emissions, London has significant powers**. For new buildings, London has a considerable influence on the design and location to help reduce emissions, though upgrading existing buildings is harder and there is uncertainty over who will pay this. Another major source of emissions – transport – is an area with extensive powers sitting within London. While electrifying vehicles will be essential, reducing how much they are used will have to play a role too.
	• Air quality is another significant challenge and one that disproportionately affects London's most deprived areas. Transport powers are the most extensive, with greater limits on the influence of other sources. Other challenges include preventing further loss of wildlife and plantlife species, reducing noise and managing London's water, waste and energy.
Example	**How can more green space be created?** How far do Londoners want to see space converted to trees and other green infrastructure to protect London from the impacts of climate change? Who

| **questions** | should pay for the installation and maintenance of more green infrastructure?

How should London's buildings be heated? How do Londoners feel about the prospect of new ways of heating their homes? Who should pay for the upfront cost of upgrading London's existing buildings and insulation, and who should benefit from lower running costs?

What contribution can London make to producing clean energy? Where should we generate renewable energy in London? Should more of London's land and buildings be used to generate clean energy? |
| --- | --- |

Challenge Area	**London's transport and public spaces** • Managing London's roads / reducing traffic • Ensuring London's public transport network is fit for purpose • Giving Londoners the ability to access the thing they want or need to do sustainably • Maintaining and creating high-quality public spaces
Overview of context before exploring questions	• **There are significant challenges facing London's transport networks** which continue to change over time, meaning **the status quo is not a given** even if no action is taken. On the roads, while travel by motor vehicles can bring many benefits to individuals, it can also present challenges to the city as a whole. Traffic levels are influenced both by population growth and the choices of individuals e.g. demand for deliveries, car ownership. **Expanding road space is not a viable option**, not only due to a lack of space but also the repeatedly recorded pattern of expansion encouraging more car travel, cancelling out any benefits. London's roads see more than 2,000 people killed or seriously injured in a typical year, with more people hurt in more deprived areas. Not enough Londoners are physically active enough to be healthy, in part because it's too often not safe or easy to build walking or cycling into their daily routines. Motor traffic also contributes significantly towards poor air quality (again more concentrated in deprived areas) and climate change (with the UK and London having various legal obligations to tackle these issues). At the same time, **London's public transport network faces long-term uncertainty** since the pandemic. This comes at a time when London might need it to do more than ever before to tackle the challenges of climate change, a housing shortage, and entrenched inequalities, as well as providing Londoners' access to the places they want to go to. • **Transport is an area where London holds extensive powers** through the Mayor (including through TfL) and the boroughs. This includes the allocation and design of all space on London's streets, the planning of all TfL services and charges such as for parking or the Ultra-Low Emission Zone, creating considerable opportunities for change. However, **influencing the way people and goods travel around the city is a complex, often counter-intuitive problem**. Making changes involves considering how people might react in different places, at different times of day and across different modes of transport. There are also some gaps in London's transport powers, particularly around funding (most of which comes from fares) and non-TfL services.
Example questions	**How can traffic on London's streets be reduced and what is the fairest way of achieving this?** What is London's street network for and what outcomes should be prioritised in managing it? How can London's transport enable more people to access the things they want to do while becoming more sustainable?

What do streets and public spaces that enable more physical activity across Londoners of all ages look like? What stops children from being able to travel as independently as previous generations? What stops Londoners stay as physically active as they become older?

What makes Londoners want to spend time in a public space? What do different groups want from public spaces and are these ever in conflict? |

Challenge Area	**London's economy, culture and heritage** • Supporting London's diverse businesses to create opportunities and help more Londoners into good work (including specific sectors e.g. tourism, cultural industries, industry and logistics) • Leverage opportunities for Londoners and the UK as a whole from being a global city (including impacts of remote work on Central London, agglomeration, international competitiveness, Brexit, Levelling-up Agenda) • Supporting London's high streets to adapt (including changes in retail, leisure and hospitality industries, public realm, impacts of remote work on high-street) and maintaining a diverse range of uses

	• Supporting London's night-time economy • Protecting and enhancing the heritage of London's built environment • Providing the right level of digital connectivity
Overview of context before exploring questions	Much of what happens in London's economy sits outside the power of the Mayor and the boroughs, and even the power of national government (e.g. international energy markets). However, in areas of development, planning powers play a significant role in shaping the provision of new business space and jobs and how those places function more broadly. It can also protect existing commercial functions, although this is threatened by changes to the planning system, which have reduced London's control over different types of commercial development and how far it can be protected. Transport powers also affect the functioning of different economic centres. The Mayor and the boroughs can help articulate the vision for different places in London. Setting out a vision can help steer the actions of many different parties (including central government, business and major institutions) and the tools they do have (e.g. planning powers, regeneration funding) towards common aims. The Mayor also plays various roles in targeted action in support London's economy e.g. attracting investment and supporting programmes such as on education and skills and culture.
'Starter-for-ten' long-list of questions to explore with Londoners	**What does a successful economy in London look like?** What should London's economy provide to people who live here? What should it give the UK as a whole? What role do Londoners want different places to play in creating a successful economy? **What influences where Londoners spend their time and money?** What influences how often Londoners want to visit different places in the city? (E.g. central London, high streets, other places) How would Londoners like to see these places change and what measures should be prioritised to achieve this? Where can new homes and commercial buildings work well together, and where do different activities need to be more separated? **What should space for new jobs and businesses offer London?** What should new commercial development offer businesses, customers and workers? What should new commercial development do for existing communities? To what extent should existing businesses and other spaces be protected compared to providing opportunities for new and/or a greater range of jobs? When does a space become culturally significant for the local community?

Challenge Area	**London's communities** • Providing social and community infrastructure (including schools, healthcare, childcare, other amenities (including access to green space?) and possibly the idea of '15-minute cities'?) • Building strong communities, increasing social cohesion and enhancing London's cultural heritage
Overview of context before exploring questions	London's boroughs play a significant role in providing social infrastructure and local services, collectively overseeing spending of around £7bn a year on education and £4.5bn on social care, and setting certain local policies, such as school admissions criteria. However, the level of spending is controlled by central government, which is beyond London's control, which can create significant challenges (including ensuring enough staff, such as GPs and childcare workers). The Mayor (alongside the boroughs) has more of a role in influencing how new development might contribute towards social and community infrastructure needs through the use of planning powers, though this has to be weighed against other priorities and only applies in areas where development is happening. The Mayor also works with boroughs to spend various funds that can help improve places and opportunities local communities (e.g. regeneration funds, education and skills funding).
'Starter-for-ten' long-list of questions to explore with Londoners	How far should social infrastructure be prioritised as part of new development compared to other things that could benefit the community? How should the existing availability of social infrastructure influence where development happens? Could greater investment in social infrastructure enable more development in London and who should pay for this? How do schools and childcare affect families' housing choices and options? How does this vary by the employment opportunities and economic activity of parents and carers? How might the addition of new homes in a neighbourhood affect those choices? What role should new development have in supporting good local schools and childcare provision? What local services and spaces do young people need to support their learning and aspirations? How do places become more than the 'bricks and mortar' of their physical buildings? What role does design, local services and spaces have in bringing people together? What does the 'heritage' of a local place mean to different groups of people and what would be needed to

	protect and enhance it?? How can local communities help shape how and where development happens in their area? How can this support meeting the needs of both the community and London as a whole? How are the benefits and costs of development felt and can these be distributed more fairly?

Some of the challenges identified may be worth exploring in their own right or could work better dealt with as cross-cutting themes explored via each of the themes above:

Cross-cutting Challenges
Tackling inequalities and poverty • Spatial distribution across London (particularly income, employment, health, education, environment, housing and crime) • Childhood poverty • Cost of living crisis and inflation • Fuel poverty • Benefits and costs of development and funding shortfalls
Creating a city for different ages and life stages • Enabling children and young people to be more independent • Supporting families to live in London • Opportunities for young people • Adapting to and supporting an ageing population
Catering for the needs of different groups • Tackling violence against women and girls • Designing for disabled Londoners, including neurodiversity and dementia • Protecting cultural places of and spaces for different groups (LGBT, different ethnicities)
Tackling poor health and heath inequalities • Poverty and housing • Social networks • Physical activity • Air quality • Access to nature • Crime and perceptions of safety

Other cross-cutting aspects will need to be considered as we go e.g. how the answer might vary across different places, for different groups of people, at different points in time etc. What is in the first table above and what is cross cutting is arbitrary to a degree and could be re-jigged if necessary.

London Taskforce Engagement Overview

We want to provide a credible and robust foundation for a future London Plan by engaging Londoners and stakeholders to explore ways of addressing the significant long-term challenges facing planning and development.

What are the challenges we're facing?

- **Continuing to deliver the homes London needs in the longer term:** the London Plan has to be reviewed every five years and updated if the local housing figure has changed significantly, meaning we are expected to have to revise the London Plan by March 2026. Continuing to identify sufficient housing capacity beyond 2028/29 raises challenges. Without this process, London borough housing targets will become 'out of date', a significant risk which may leave boroughs with application of the borough-level government's standard methodology rather than apportioning across London to where the best opportunities are. This could have significant adverse impacts, particularly in light of the penalties under the Housing Delivery Test

- **Adapting to a post-pandemic world:** the pandemic looks likely to have at least some long-term impacts in how Londoners live, work and travel around the city and potentially migration flows into and out of London. A future London Plan will have to consider new, often complex questions raised by these changes and identify ways of adapting

- **The need for enhanced ambitions:** There are several areas where the challenges London and the world face require higher levels of ambition, such as the need to accelerate the transition to zero carbon. A future London Plan may need to consider whether it can do more to support the scale of change required.

What is the role of engagement in tackling these challenges?

We have a large amount of evidence as to the challenges London faces in relation to planning and development. As well as the London Plan, we have Mayoral Strategies, manifesto commitments, the London Recovery work and various other relevant programmes to guide our long-term thinking. However, these challenges are complex, evolve over time and require solutions that involve some degree of trade-offs. We cannot assume support for change from the public or our partners will continue to the same extent without further engagement, particularly given the recent shifts in context.

We can go faster and further by taking Londoners and our stakeholders with us. To do this, we need to reach across London and give everyone a chance to be involved, aiming for a representative cross-section of voices, including those who are seldom heard. We propose providing Londoners the space to explore these long-term challenges with the aim of creating a robust foundation for a future London Plan (especially where solutions require more of a public mandate). This would involve:

1. **Setting the right scope** and framing for engagement to take place within (GLA and London Councils)

2. **Exploring broad issues** and testing assumptions/priorities with members of the public (e.g. online engagement/gamification)
3. **A deliberative process with a selected, representative group of Londoners** to work through specific issues and identify options, alongside by stakeholder events, task and finish groups etc.
4. **Analysis of the strength and weaknesses of different options** identified, including through and integrated impact assessment

This approach to engagement can help highlight new solutions, identify ways of overcoming barriers to fully realising existing approaches and guide us on how to navigate the trade-offs that impact Londoners lives. **It can also help up meet our requirements under the National Planning Policy Framework by undertaking engagement that is**:

- **Early**: By carrying out this process two years before any policy drafting process starts in earnest, stakeholders have more of a genuine opportunity to shape the direction of a future Plan.

- **Proportionate**: More ambitious solutions - whether they help meeting London's housing need, or accelerate decarbonisation - by their nature create more change in people's lives. Higher-quality engagement can allow these more ambitious solutions to originate with Londoners, rather than being imposed upon them, and make them easier to justify at a future Examination in Public

- **Effective**: In planning a city like London, space is always under pressure and what might seem separate topics are closely interlinked. There is a limit to what can be achieved by consulting broadly but shallowly on any one aspect. A more focused, deliberative process, where challenges and opportunities are explained to and explored with Londoners in more detail, can produce findings that are easier to apply and a better reflection of what Londoners would do if they were in our shoes.

This is an opportunity for City Hall to be a pioneer and international centre of excellence in this type of deliberative and democratic process, while also fulfilling the Mayor's manifesto commitment and Good Growth Objective GG1 of the London Plan to further involve communities in planning. We want to build on the strong engagement principles established through the London Recovery Programme:

- **Involve:** prioritising the issues that matter most to London's communities and sustaining engagement from identification of the challenge through to delivery
- **Include**: provision of an inclusive space for Londoners to take part and ensure our work is informed by those whose voices can be less heard
- **Transparency**: policy development in the open and at scale
- **Recognition:** showing progress towards shared goals
- **Awareness**: through collaboration and co-design (not just broadcast)

More detailed proposals for how we propose to achieve this are set out in the following section.

Engagement Framework

Phase 0: Process design (to January 2022)

Function: working across the GLA family to scope out the questions to engage on, establishing the existing evidence, work programmes and emerging themes from the implementation of Mayoral Strategies as the starting point of any work we do. This would allow us to synthesise the relevant issues into an appropriate format for use in the engagement programme.

Review and oversight: This synthesis of issues would be reviewed, tested and validated by the GLA Family (and London Councils as a key partner) before being finalised to provide us with an agreed basis on which to proceed, supported by an outcomes framework of 'what good looks like' co-designed with the GLA family. We will also develop a detailed communications strategy to ensure all questions are appropriately framed.

Output: Once this is done, we can start to create public awareness around the Programme and what it is for. We would publish a report that frames the issues at a high-level, summarises the evidence available and highlight gaps that need further exploration. This kicks off a 'slow build' of engagement, allowing those who want to the chance to start participating (e.g. read evidence, sign up for updates, suggest issues or evidence for us to consider etc.) while the following phases look to bring more people into the conversation, particularly from our target groups.

Phase 1: Initial engagement on broad issues (Feb-March 2022)

Function: establishing an inclusive dialogue with members of the public to explore broad issues, test assumptions in our synthesis of issues and gain insights into how we might deliver Londoners' priorities over the longer-term.

Method: A variety of possible measures, such as face-to-face workshops or online engagement or 'gamification' (e.g. walking people online through a journey that both is fun for them and provides us with insights into their perception of our chosen topics). It would also involve some targeted engagement in accordance with an EqIA assessment.

Output: a summary report that builds on the previous publication, affirms our assumptions and identifies areas for further exploration in the next phase.

Phase 2: Deliberative processes to identify possible longer-term approaches (May-Sept 2022 – following council elections)

Function: exploring the areas identified in the previous phase and start to move into more detail, such as different approaches to tackling long-term challenges, the trade-offs they involve and/or the barriers to achieving them.

Method: Various mechanisms, including:

- Deliberative processes that can provide both a controlled environment to examine issues and an element of public mandate (e.g. taking a group of

Londoners – including those we hear from less often – through the evidence, specifics of the challenge, exploring how it might be tackled etc.) The findings of these types of processes can also be tested with a wider population if desired (e.g. opinion polling, Talk London).

- Co-design processes, charrettes with Mayoral Design Advocates etc. This would build on capacity developed with target groups at Phase I

- Engagement with targeted stakeholder organisations via roundtables, boards, task and finish groups, 'deep dive' investigation etc.

- A statutory consultation on Integrated Impact Assessment scoping to agree the objectives that a future London Plan would be assessed against to enable this tool to provide meaningful and statutorily robust assessment of emerging approaches and options.

Output: a summary report that provides high-level findings and identifies approaches/options to test in the next phase.

Phase 3: Analysing potential options (Oct-Dec 2022)

Function: taking the possible approaches identified in phase 2, testing the possible options to support delivering Good Growth over the longer-term. This would include assessing options in terms of: acceptability, feasibility and effectiveness; their strengths and weaknesses; related opportunities and threats; and impacts on different groups

Method: Various, including co-production of analysis of options via Integrated Impact Assessment.

Outputs: a summary report of the findings of this stage, the different options identified and their strengths, weaknesses, opportunities and threats. To conclude the programme as a whole, documentation of all information, analysis and findings from the programme would be published in a final summary report report(s).

These publications would provide a robust assessment of options that can be considered as appropriate through a future London Plan review. The associated evidence base could also be used to support various other programmes by either by the GLA family, our partners or stakeholders (e.g. local plan reviews).

After the Programme

2023-May 2024: The near 18-month period running up to the Mayoral election could continue to focus on delivering the London Plan 2021 while laying the ground for the next review as appropriate, by collecting and analysing more data, commissioning evidence, developing more specific policy options etc.

May 2024-March 2026: Following the Mayoral election, a review of London Plan could begin, and could include more visible engagement activity, such as any additional early engagement desired, public consultation on any proposed changes/plan and a public examination process

Costing the programme

Should you agree with this approach to engagement, we can start identifying costs for each stage of the programme. Before we request estimates for the various elements, we would like to ensure we have secured support of the Mayor's Office for the broad approach above. To do this, we propose either:

- Submitting a formal CIB paper before progressing to finance
- Proceed directly to finance, supported by liaison with Mayor's Office on the aims of the programme

Agenda item
Jules Planning Meeting

Prepared by:	███████
Title Extension	Team Leader (Planning for London Programme)
Meeting Date:	22 September 2022
Item:	Planning for London Programme - Emerging content for deliberative events
Format: *Attached papers:*	Written briefing
Purpose	Update / seeking comment

Process for defining deliberative event content

To prepare us for our series of deliberative engagement events, various cross-GLA Family working groups were set up to identify relevant issues and potential questions over the summer. This was then distilled into a paper that has been shared with colleagues from across the GLA Family (distribution list appended below) for comment, which identifies an initial long- list of possible questions.

So far, we have selected questions on the basis of three tests:
1. Their relevance to London's buildings, places and spaces and planning for growth
2. Their suitability for discussion directly with Londoners (i.e. assuming little prior knowledge, framed around their experiences)
3. The extent to which we don't know the answer and/or there is a lack of agreement on a given issue where we can capture a range of views.

We are continuing to evolve our approach based on the feedback and hope to take you through the identified questions and how we might continue to prioritise (given limited time in the events) in more detail most probably next week (29 September).

In parallel, we're in discussion with our consultancy to define the format of the events. We have shared our initial thinking on potential questions to help them identify the most appropriate format for the events, given the types of questions we are interested in asking. We expect to hear back shortly with their proposals – at which point we will be able to do

more grouping and prioritising of questions to fit with the proposed format and number of events.

Once we have talked you through the questions in more detail, we will continue an iterative conversation with you through the regular meetings as we progress.

Over the course of October (as currently scheduled), we will develop the materials necessary for participants to engage in the questions we are posing and define the structure of each event in more detail, including how much time each set of questions will receive. We will update you as to how this is progressing.

Emerging themes and questions

The potential content identified so far splits into different types of themes/questions.

Firstly, there has been broad agreement on the need to 'set the scene' for participants and try to focus their discussions toward things that can be done about London's long-term challenges, rather than things that sit well outside of our control. This scene setting could include exploring some overarching questions such as:

- **How London has changed**: giving participants some (very brief/high-level) historical context of change in London over the past 100 years to help frame debate about future change (e.g. inter-war growth, post-war decline, return to growth)
- **What is your experience of London's places today?** Asking participants questions like 'what do you value about where you live/other places you visit regularly?' 'What would you like to see improve in these places in the future?' to help contextualise discussions
- **Should London change?** Some participants may be resistant to the idea of change, creating the potential to derail more specific discussions about how a given challenge might best be tackled. We could give some space at the start to allow people to voice these views, but also to explain the constraints we face (e.g. that some change is unavoidable, there are limit to powers in London etc) and explore the consequences for different groups if we were to resist change (e.g. worsening housing affordability)

From there, we have identified a series of more specific challenges relating to different topics areas. These have been grouped to help frame and focus, though these groupings will not necessarily translate into the structure of the events.

Instead, they have been drafted to allow us flexibility as the format is further developed. Given time constraints, not all the areas listed below will be explored through the deliberative events, but these outline what the range of what the events could potentially cover that have been prioritised from our conversations this far:

- **Housing**:
  - **Challenges**: Meeting needs for housing, relationship with wider community, achieving good design

- o **Context**: Significant housing need, particularly for below market rates. Not building doesn't stop population increasing, and shortage affects those least well off. We have significant powers to shape where and how development happens, though there are limits too (e.g. funding, land ownership/market forces, policies such as rent control)
  - o **Potential areas for questions**: where participants think new homes should go, given pros and cons of different sources, how individual housing developments can be approached e.g. design, catering for families beyond number of bedrooms
- **Environment**:
  - o **Challenges**: mitigating and adapting to climate change, green space/infrastructure, air quality, energy, water and waste
  - o **Context**: Rising impact of climate change on London, London may represent a small part of global emissions but same applies to any one city, and all will have to reduce emissions. We do have significant powers to cut certain emissions, particularly with new buildings and transport
  - o **Potential areas for questions**: how far and fast to go with creating green space to protect from climate impacts, how should London heat its buildings and who should pay for upgrading, where should we generate clean green within London
- **Transport**:
  - o **Challenges**: Impacts of traffic, keeping public transport fit for purpose, supporting growth, providing access to what Londoners want, creating high-quality public space
  - o **Context**: Status quo not a given even without action, traffic levels have increased and expanding roads not viable and public transport faces uncertainty. Transport is an area where London holds extensive (while not comprehensive) powers, though influencing how people and goods travel is complex and often counter-intuitive
  - o **Potential areas for questions**: how to manage/reduce traffic fairly, how to give enable more people to access what they want sustainably, how to create public space people want to spend time in, enabling independent travel for children and young people, enabling people to travel actively as they age
- **Economy**:
  - o **Challenges**: supporting diverse businesses and helping Londoners into good work, leveraging opportunities from London as a global city, supporting London's high-streets and night-time economy, enhancing heritage and providing digital connectivity
  - o **Context**: Much outside London or even central Government's powers, though aeras of new development can have a big local impact, while transport plays significant economic role. Mayor and boroughs can also help articulate a vision for different places that different parties can contribute towards.
  - o **Potential areas for questions**: what a successful economy looks like in different places, what influences where Londoners spend time and money, what should space for new jobs/businesses offer London.
- **Communities, culture and heritage**:

- o **Challenges**: providing social and community infrastructure, building strong communities, increasing social cohesion and enhancing London's cultural heritage
- o **Context**: Boroughs play big role in providing social infrastructure and services, but funding controlled by central government. The Mayor and boroughs can influence how new development supports social infrastructure, and can also spend various funds to local support communities
- o **Potential areas for questions**: role of social infrastructure in new development, impact of social infrastructure (e.g. schools) on housing choice, what does the heritage of a place mean to different groups, how local communities can shape how and where development happens

Finally, across each of these are a series of cross-cutting issues that we will check each of the above against:
- **Tackling inequalities and poverty** (e.g. distribution across London, childhood poverty, cost of living, benefits and costs of development and funding shortfalls)
- **Creating a city for different ages and life stages** (e.g. enabling children and young people to be more independent, supporting families to live in London, opportunities for young people, supporting an ageing population)
- **Catering for the needs of different groups** (e.g. tackling violence against women and girls, designing for disabled Londoners, protecting cultural places of and spaces for different groups)
- **Tackling poor health and heath inequalities** (e.g. poverty and housing, social networks, physical activity, air quality, access to nature, crime and perceptions of safety)

Q1. Are you happy with the process set out above for further defining the content for the deliberative events?

Q2. Are the three tests on page 1 above the right ones for identifying and prioritising questions?

Q3. Are these the right long-term challenges to focus on? Are there any crucial areas missing?

Q4. Are the challenges, context and potential areas for questions developing in broadly the right direction? Are the cross-cutting issues at the end of the paper the right ones?

Appendix – GLA Family distribution list

Team/topic	Officers (point of contact(s) in bold)
Good Growth	
London Plan and Growth Strategies	Steering Group ███████████████████ ███████████████ ████████████
Planning Change	████████
Development Management	████████████
Environment	███████████████ █████████████████ ████████████████
Transport	███████████
Infrastructure	████████
Digital connectivity	███
Regeneration (Good Growth by Design and High Streets for All)	██████████████
Economic Development	███
Culture and Creative Industries Unit	██████████████
Culture and Creative Industries Unit (24 Hour London)	████████
Transport for London	
Spatial Planning	███████████████
Strategic Analysis	██████████████████ ██████████
Transport Strategy and Planning	██████████████████ █████████
Business Strategy	█████████
Housing and Land	
Housing and Land Strategy and Policy Team	████████████████████ ████████████
Strategy and Communications	
City Intelligence Unit	█████████████████████ ███████████████ ██████████████████ ██
London Recovery Programme Team	███████████
Resilience	████████████
Communities and Skills	
Health	████████████████ ███████████
Communities and Social Policy	██████████████
Skills and Employment	██████████████
Other	

Mayor's Office - Business stakeholders/CAZ work	███████████
SLT Members not mentioned above (forwarded for info)	███████████████████████████ ███████████████████████████ ████████████████████████████ ████████████████████████████ ███████████████████████████ ████████████████████████████ █████████████████████████ ██████████████████████████ █████████████████████████ █████████████████████████ ███████████████████████████ ████████████████████████ ██████████████████████ ██████████████████████████████ ██████████████████████████████ █████████████████████████ ██████████████████████████ ██████████████████████████ ████████████████████████████ █████████████████████████ ██████████████████████████ ████████████████████████ ███████████████████████████████ █████████████████████████████ ██████████████████████████ ████████████████████████ █████████████████████████ █████████████████████████ ███████████████████

Agenda item
Jules Planning Meeting

Prepared by:	███████
Title Extension	Team Leader (Planning for London Programme)
Meeting Date:	24 March 2022
Item:	Defining level of ambition for Planning for London phase 2 engagement
Format: *Attached papers:*	Written briefing
Purpose	To seek a steer on the level of ambition

Body of Briefing

Three weeks ago, we briefed you on the proposed approach to Planning for London engagement after May. Following that conversation, we have developed this into more detail and look to define different possible levels of ambition for the programme, the costs involved in each of these and the value that could be delivered.

This briefing sets out:
- Our overall objectives for engagement via the Planning for London Programme
- The different engagement activities that could help meet these objectives
- How these activities could come together different levels of ambition and budget for the Programme (necessary to define to secure agency support)

It also appends additional information on:
- How 'challenge areas' for deliberative events could be defined (*this is a separate process, but included to give a better flavour of what this could entail to help decision making on level of ambition*)
- Potential value that could be delivered for other policy areas if they were to contribute towards the Programme's costs

<u>Objectives</u>

Our objectives for these phases are broadly speaking:

- **Providing a foundation for a future London Plan**: a core purpose of the Programme is to help the adoption of a new or updated Plan after this Mayoral term, ideally by March 2026. While the Programme cannot make firm recommendations, it can lay out different options and their impacts. The development of such options and the evidence and engagement that informs them need to be sufficiently robust if these options are to be successfully adopted and without significant delay.

- **Broadening the diversity of voices in planning**: the Mayor's manifesto commits us to reviewing how to further involve local communities in the planning decisions that affect them, and more broadly seeks to create a fairer city and tackle inequalities. We know that some groups of Londoners are under-represented in the planning process. We also know that the plan-making process has a huge influence on what happens on individual sites and that engaging at an early stage creates more of an opportunity for Londoners to shape our approach compared to just commenting on applications in their area. However, the plan-making stage is not set up in a way to seek out a representative selection of views, instead relying on those who go out of their way to put their views forward. Submitting high-quality evidence of the views on the trade-offs we're trying to navigate can help counteract this imbalance.

- **Building a wider audience for planning**: planning can have an enormous impact on people's lives, and yet has too often been conducted in a way that many find difficult to engage with. The process of adopting a plan for example is often centred around a poorly designed website with scores of technical documents. While the technical detail is necessary, there are fundamental issues at play that are relatively simple to explain and could be brought to life. By attracting more people to the conversation, this process can help develop a stronger mandate for its findings. More than this however, we could take this as an opportunity to start a sustained conversation with Londoners about what the London Plan is and the difference it is making in their lives, and build greater trust that we value their views through what we do. Through using this programme to develop more engaging ways of communicating the issues we navigate every day, we could build a foundation for future engagement work, with an ultimate aim of driving greater and more diverse participation in planning at all levels (including who is inspired to go into the profession)

<u>Activities</u>

To meet these objectives, there are a series of engagement activities we can carry out, some contributing more to some objectives than others:

- **In-person engagement with Londoners**. The purpose of this would be to work through the challenges that we face as planners and the trade-offs we try to navigate so when we come to a future policy position, we can demonstrate how Londoners' views have guided us to our conclusion and we have considered the range of alternatives with them. This could take the form of either:
    - **Deliberative events**: An informed, in-depth discussion (with input from experts if desired) with a large group of (e.g. 100) participants, who would be recruited to reflect the population of London. Events would be divided into themes or 'challenge areas' (see section below for more info). Each challenge area would be explored over more than one day to give participants space to

engage with complex issues and explore areas of consensus or contention, hear and respond to each other's perspectives. The depth of the process and the representation that it can achieve can allow it to have a high level of validity with the public.
  o **Focus groups**: Much smaller groups over shorter periods of timing, meaning there is limited scope to present contextual information. However, they are able to produce some qualitative insights as to the perceptions people have of the major issues and allow them to respond to policy offers. They are less representative and does not work through challenges in the same way, and as such may not been seen with the same validity as deliberative events, but it is less costly.

- **Digital content**: the issues dealt with by the London Plan are both complex and yet relate to most people's every day lives. High-quality visually engaging content can help bring the issues we face to live and make it easier for Londoners participating in the process to understand challenges and express views on how to approach them. Presenting the issues in this way can also help make them easier to access for different groups of people, who may be put off by how planning has historically been communicated
  o **Campaign video**: a video is a relatively straightforward way of presenting our key messages in a more visually engaging way than a website.
  o **Tool/game**: Other organisations have had success in turning complex problems into interactive web-based 'games' to help engage users e.g. the UN used its Mission 1.5 game (see below) to ask citizens to work out how they'd save enough emissions to reach the 1.5 degree target.

  A game with a similar look and feel could help bring to life simplified versions of the trade-offs we face as planners and ask uses to navigate them for themselves e.g. different sources of housing capacity, achieving a range of objectives for the city within certain constraints

  o **Long-form content**: This offers a means of conveying more information than a conventional static webpage or document. As a user scrolls down the page, text, visuals and moving or interactive graphics work together more present longer, more complex content in a visually appealing way. Nesta used this to great effect in their Tech in the Dock engagement. The new LGOV function is being developed within the GLA and is expected to be ready later in the year and could host such content for Planning for London.

- **Outreach**:
  - **Social media promotion**: to get the most from spend on developing more engaging content, we need to make sure more people see it. Social media promotion can help get more people to use and explore our online engagement tools
  - **Targeted community outreach**: while deliberative events can offer a means of including historically less represented voices, some groups may have particular needs which are useful to delve more deeply into. However, such engagement is costly and would likely only be included in addition to deliberative events as part of a higher-ambition approach to the programme

- **Stakeholder engagement**: While much of the above focuses on Londoners, stakeholder organisations are also a vital influence on both what goes into a London Plan and what happens on the ground. Some more technical issues may need to be explored with stakeholders first while the views of stakeholders can also be part of the picture presented to Londoners. Engaging with organisational stakeholders early is also an important part of ensuring a robust basis ahead of a future London Plan examination. This would most likely take the form of events such as roundtables.

<u>Ambition</u>

To commission an agency or agencies to support the Programme, we need to urgently define our level of ambition. The table following sets out 4 broad options (the exact composition of which could be tweaked, or options combined if desired), what would be involved in each and how they perform against the three objectives on a scale of 1-4. For some context as to how much it may be appropriate to spend on engagement, TfL's budget for the marketing element of the May 2022 road user charging consultation is £400,000.

These options are:
- **Base case** (£130k total, all funding from Planning)
  - o What: A programme nearly entirely focused around deliberative events with a representative group of Londoners to help tackle the trickiest issues ahead of the next London Plan
  - o Value added: targeted support for one or two of selected areas for the next London Plan
- **Base case alternative** (£130k total, all funding from Planning)
  - o What: A programme more focused on building a wider audience for planning in London, with focus groups instead of deliberative events to free up funds for digital content and outreach
  - o Value added: building a broader audience
- **Medium ambition case** (£225k total, £175k from Planning)
  - o What: A programme that delivers something against all three objectives, requiring a higher contribution from planning and from at least one other policy team
  - o Value added: Solid underpinning for the next London Plan across several areas, plus strong support for a refresh of one other Mayoral strategy
- **High ambition case**: (£325k, £200k from Planning)
  - o What: A programme that delivers strongly against all three objectives and delivers value across City Hall and TfL, providing a foundation of engagement that covers a number of policy areas, allowing the interactions between them to be explored as well. Requires contributions from multiple other policy teams
  - o Value added: Strong and common foundation for a suite of new or updated Mayoral strategies in the next term

	In person engagement with Londoners	Digital content	Outreach	Stakeholder engagement	Providing a foundation for a future London Plan	Broadening the diversity of voices in planning	Building a wider audience for planning
Base case	£125k for in-depth, deliberative exploration of 1-2 challenge areas with representative sample of Londoners	JM to produce video, ER support	£5k for social media promotion	In-house with Planning team support	2: Focused support for trickiest issues, though not full range and limits to extent we can engage with stakeholders	3: Deliberative events include representative sample	1: Little to reach beyond those directly involved
Base case alternative	£55k for focus groups rather than deliberative events (less depth and less representative)	£5k for video (w/ ER support) £25k for digital tool/game £15k for longform content	£20k for promotion	£10k for event support	1: Some qualitive input to help identify policy approach, but a smaller and less representative group	1: Limited beyond including specific groups of people in focus groups	4: More engaging and accessible content to promote, supported by wider promotion
Medium ambition case	£125k + £50k from 1 policy team for in depth 3 challenge areas with rep. group of Londoners	£5k for video (w/ ER support) £25k for digital tool/game	£10k for promotion	£10k for event support	3: Support for broader range of policy issues and more help to engage stakeholders	3: Deliberative events include representative sample	3: Digital tool to help bring issues to life, supported by wider promotion
High ambition case	£100k + £125k from 2-3 policy teams for 4-5 challenge areas	£5k for video (w/ER support) £25k for digital tool/game £15k for longform content	£20k for promotion £25k for community outreach	£10k for event support	4: Support on breadth of London Plan issues and value for other teams across organisation	4: Rep sample + targeted outreach gives space to focus on issues faced by certain groups	4: More engaging and accessible content to promote, supported by wider promotion

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<u>Appendix 1: Defining 'challenge areas'</u>

In parallel to defining the engagement activities, we are carrying out an in-depth scoping exercise to identify specific questions we can usefully explore through the programme. These questions will then be grouped together to produce 'challenge areas' that can be explored through deliberative events.

How these are grouped are depend on which questions are identified and how many challenge areas are budgeted for. As a rough illustration, £100-150k may allow for 4 days of deliberation with 100 participants. Exactly what we're able to achieve in that time depends on, the breadth vs depth we want to cover, how many challenge areas we want to cover, whether we can source a free venue or have to hire one.

The budgets cover agency support to develop the content for the events to so participants can understand and meaningfully express a view on the issues, compensating them for their time and covering expenses such as childcare and travel.

While we don't want to pre-empt the scoping process above and we are not seeking a steer at this stage, it may be useful to give a flavour of what a 'challenge area' could look like.

Ultimately, there are many different ways of cutting it, but some broad approaches include:
- A thematic approach by, say, exploring: housing; economy/employment; places between work and home (e.g. retail/leisure/community/other amenities); environment; and transport. These could be 5 separate areas or could be further grouped into 4 or 3 areas if budget only allowed for that (the trade-off would be we wouldn't be able to go into as much depth on each). We would have to consider aspects that apply to all (e.g. inclusion) and the dependencies between themes (e.g. housing and transport)
- A focused approach: if we only have budget for 1-2 areas, we may which to focus on a narrower range of questions e.g. 2-4 days going through how to approach identifying housing need and capacity. This would not give participants the opportunity to feel they've had a say on the breadth of issues above, but it would keep costs down.
- A cross-cutting approach: alternatively, challenge areas could focus on cross-cutting questions that allow easier exploration of interaction between different policy areas (e.g. events centred around identifying possible approaches, another diving into how these could play out in different types of place, another looking at supporting measures e.g. infrastructure)

Appendix 2: Potential value to other policy areas

Higher ambition scenarios depend on pooling resources with other policy teams to deliver the most value. Other policy teams can potentially derive much greater value from topping up our funding for deliberative processes than they could possibly achieve by setting up their own separate processes and the fixed costs this would entail.

There are various policy areas that could in theory benefit from this approach. Those that have particular overlap to explore further include:

- **Environment**: The Environment team have allocated budget for engagement around Net Zero and in principle the Planning for London process could help deliver this. A large part of meeting net zero involves the built environment so there so there are also directs overlaps in scope that could be taken advantage of. This could help lay a foundation for a refresh of the Environment Strategy to reflect the new Net Zero target (which is not currently in any statutory strategies and thus more difficult to apply through the planning system).
- **Transport**: The spatial thinking that underpins the London Plan and the Mayor's Transport Strategy need to be consistent, and a new or updated MTS will likely be necessary to support a new or updated London Plan. Engaging on transport questions offers an opportunity to align these at an early stage. Moreover, the ambition for transport and the ambition for growth are closely interlinked. For instance, better public transport connectivity helps increase the potential for new homes and increases the acceptability of road user charging (which TfL are planning on consulting on during summer 2022). Both of these interventions would help achieve the environmental goals above (demonstrating how hard it can be to separate these issues). On RUC in particular, TfL are exploring the possibility of deliberative engagement, and there may be an opportunity to support them in this with some sort of tie into our programme that can deal with a much broader range of issues.
- **Housing**: Many of the likely questions we will want to explore either relate to housing policy and/or would generate insights into how Londoners see issues around housing. This could be of benefit to the Housing and Land Directorate and potentially inform where a new or updated Housing Strategy at some point in the future could focus
- **Economic Development**: Spatial patterns of growth can have a significant impact on how the city's economy develops. There is work such as the recent Economic Recovery Framework to build upon, but in doing so we could test ideas for how Londoners want the city's economy to work and for whom, potentially informing a new or updated Economic Development Strategy
- **Recovery legacy**: many of the recovery missions run until 2024 or 2025. Our programme could potentially explore what the longer-term opportunities are to carry on the thinking established by the London Recovery Programme

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Agenda item
Jules Planning Meeting

Prepared by:	███████
Title Extension	Team Leader (Planning for London Programme)
Meeting Date:	3 March 2022
Item:	Planning for London – Phase 2 Engagement
Format: *Attached papers:*	Written briefing
Purpose	To discuss approach and seek approval to seek agency support

Body of Briefing