

Heathrow Strategic Planning Group

Joint Spatial Planning Framework

Draft for discussion

4th November 2019



A draft JSPF for engagement with partners

This draft of the JSPF has been prepared by the members of HSPG as the basis for discussion and engagement with key stakeholders over the late autumn/winter 2019/20, including Heathrow Airport Limited (HAL), government agencies and other public authorities not currently within the HSPG membership.

HSPG members will individually and jointly endorse the finalised document in the first quarter of 2020 prior to the submission of a DCO application for expansion at Heathrow Airport by HAL.

Foreword

Realising the Potential

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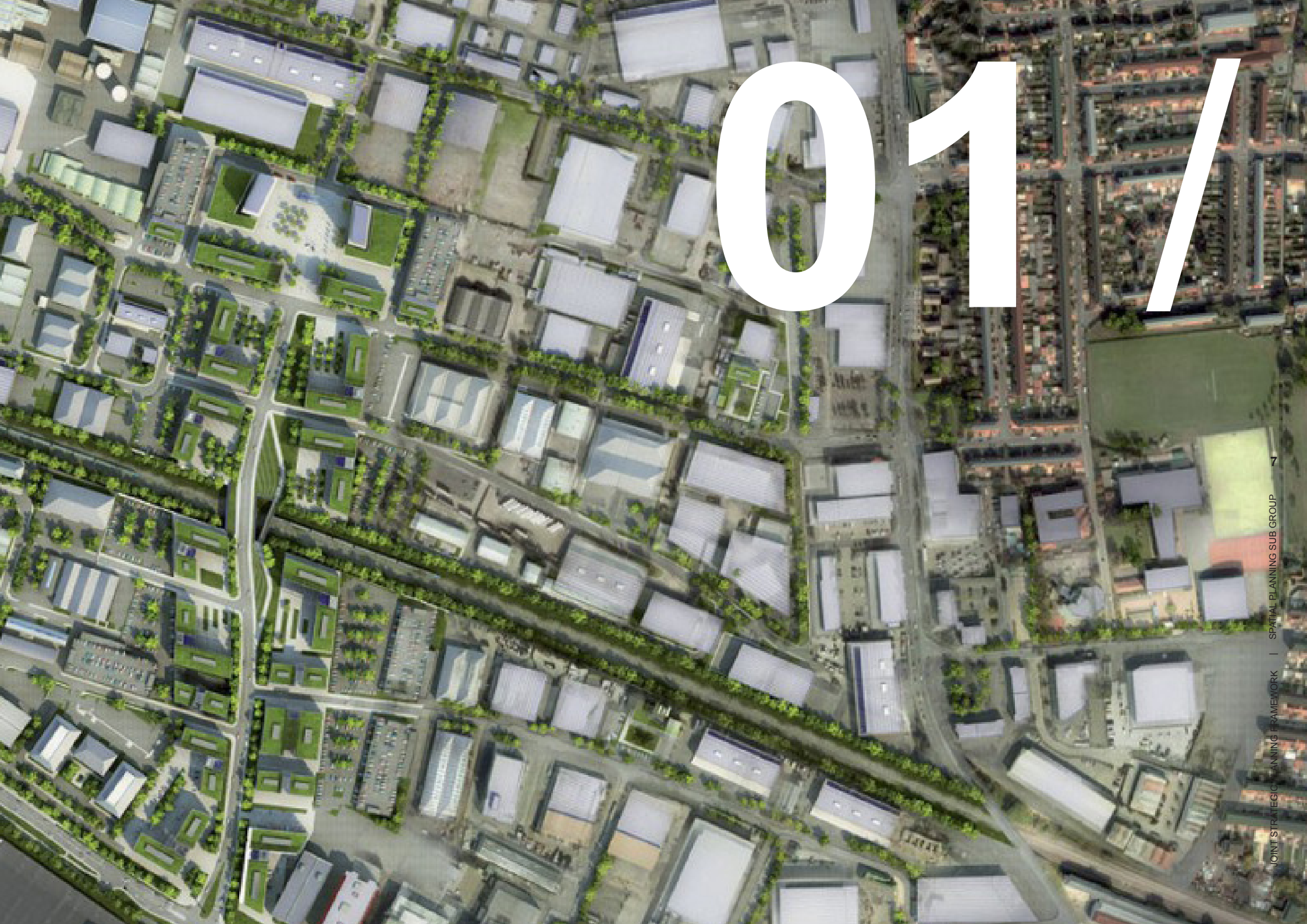
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Introduction

1.1 The need for a joint strategic approach

The area around Heathrow Airport is a key driver of the UK economy, delivering £63 billion GVA to UK plc in 2016. The reasons for this success are multi-faceted. However, the scale of existing activity and the proposed airport expansion growth places unique strains on the area. Retaining and enhancing quality of place will be key to its continued success and enable the sub-region to deliver for its local communities.

Heathrow Airport is a key contributor to the success of the sub-region. Its presence makes the sub-region an attractive place for people and businesses to locate, and it directly employs some 70,000 people across a range of jobs and sectors.

Following the designation of the Airports National Policy Statement (ANPS), Heathrow Airport Limited (HAL), is developing proposals for a third runway and associated infrastructure at Heathrow Airport. The proposals will seek to increase the passenger capacity of the airport by approximately 50% by 2050 and air cargo capacity by some X%.

The emerging proposals for expansion at Heathrow Airport will directly affect the local authorities and the communities within them that lie adjacent to the site. However, the potential benefits and impacts of the emerging proposals will affect a far greater area. Whilst each local authority and other public organisations can seek to plan for this alone, adopting a joint, collaborative approach provides the opportunity to achieve more and better outcomes for residents and businesses living and operating in the sub-region.

This document, the Joint Spatial Planning Framework (JSPF), articulates the outcomes that the members wish to achieve for the sub-region through this collaboration – whether this is delivering new jobs, homes or enabling infrastructure or protecting and enhancing the environment.

Should HAL's current (or modified) proposals for expansion at Heathrow Airport be realised, there is a need to ensure that: the benefits, in particular the legacy benefits, from the scheme are maximised; impacts are minimised as far as possible; and all expansion related investment supports the achievement of wider strategies and aspirations in the sub-region.

These objectives can only be achieved through providing a single voice of public bodies on key issues. Such key issues include identifying:

- The scale of employment related growth arising from expansion of Heathrow Airport that is not proposed for inclusion in the emerging Development Consent Order (DCO) application, and indicating potential options for where and how it could be sustainably accommodated across the rest of the sub-region, recognising that potential options may need to be further explored as part of emerging DCO application and/or local plan processes);
- Where changes to the emerging DCO application are required to meet sustainable development objectives; and
- The strategic infrastructure, in particular transport infrastructure, required to support expansion of Heathrow Airport.

The JSPF provides a response to these and other key issues, set within a series of strategic priorities for the sub-region, to help provide a coordinated route to delivery.

1.2 Expansion at Heathrow Airport

HAL is currently preparing a DCO application under the Planning Act (2008) (as amended) – the planning consenting process for nationally significant infrastructure projects (NSIPs).

The DCO application will seek consent for a range of works in response to the requirements of the ANPS, including:

- New 3,500m north-western (third) runway and associated taxiways with a capacity for at least 260,000 additional air traffic movements (ATM) per annum (totalling 740,000 ATM per annum);
- New and expanded terminals, satellites and aprons with capacity of approximately 142 million passengers per annum and increases in air cargo;
- New and diverted road and rail infrastructure (including the M25) within and around the airport;
- New and enhanced active travel links;
- Diversions of existing water courses;
- Airport Supporting Development (ASD) comprising a range of cargo and freight forwarding facilities, airport operations and aircraft maintenance facilities, hotels and offices;
- New parking and utility provision; and
- Critically important targets and commitments relating to surface access, air quality, aircraft noise and airport operations.

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In addition to the DCO application, HAL will likely prepare planning applications under the Town and Country Planning Act (1990) (as amended) to address matters outside the scope of the DCO including for construction worker accommodation and displacement of existing uses within the existing airport perimeter.

HAL has also identified a range of ASD uses which it cannot accommodate within the DCO application boundary, but which are required to support the expansion proposals. These are referred to in this document as ‘residual growth requirements’ and are further explored in Chapter 3.

HAL envisages a phased build out of its proposals with the new runway and infrastructure becoming fully operational in the period 2026 – 2030, with phases of further new capacity for passengers and air cargo being introduced, with the capacity fully utilised by 2050.

HAL consulted on its proposals for expansion between June and September 2019 (an overview of which is shown in Figure 1.1). Where reference is made in this document to HAL proposals, they relate to the proposals contained within the consultation documents made available in June 2019.

It is also recognised that in addition to the expansion proposals relating to the new (third) runway, HAL is bringing forward a series of proposals to maximise the operational capacity of the current two runway arrangement.

Areas of influence around Heathrow Airport

In relation to expansion proposals at Heathrow Airport, consideration have been given to a range of different geographies including:

- Existing operational airport and adjacent airport campus;
- Expanded operational airport and adjacent airport campus proposed by HAL;
- Emerging DCO application ‘red line’ boundary that includes all land parcels beyond the operational airport that HAL has identified as required to make the proposals acceptable in planning terms (includes land for infrastructure and environmental mitigation measures);
- ‘Interaction Area’ is the area immediately surrounding the emerging DCO application boundary, which interacts with the communities immediately surrounding the airport and where direct effects from expansion will be most acutely felt;
- 5-mile ‘Core Assessment Area’ identified in evidence base documents prepared by HAL, which is the area where the greatest concentration of existing airport-related uses are located and/or where uses are located for which proximity to Heathrow Airport is a principal business location factor; and
- HSPG area and wider context beyond this.

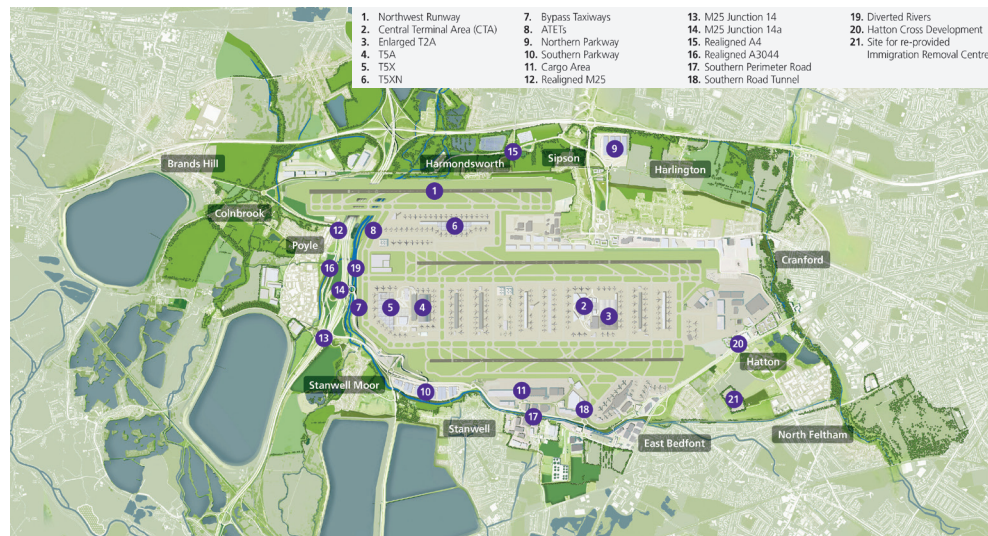


FIGURE 1.1: OVERVIEW OF THE ILLUSTRATIVE PREFERRED MASTERPLAN

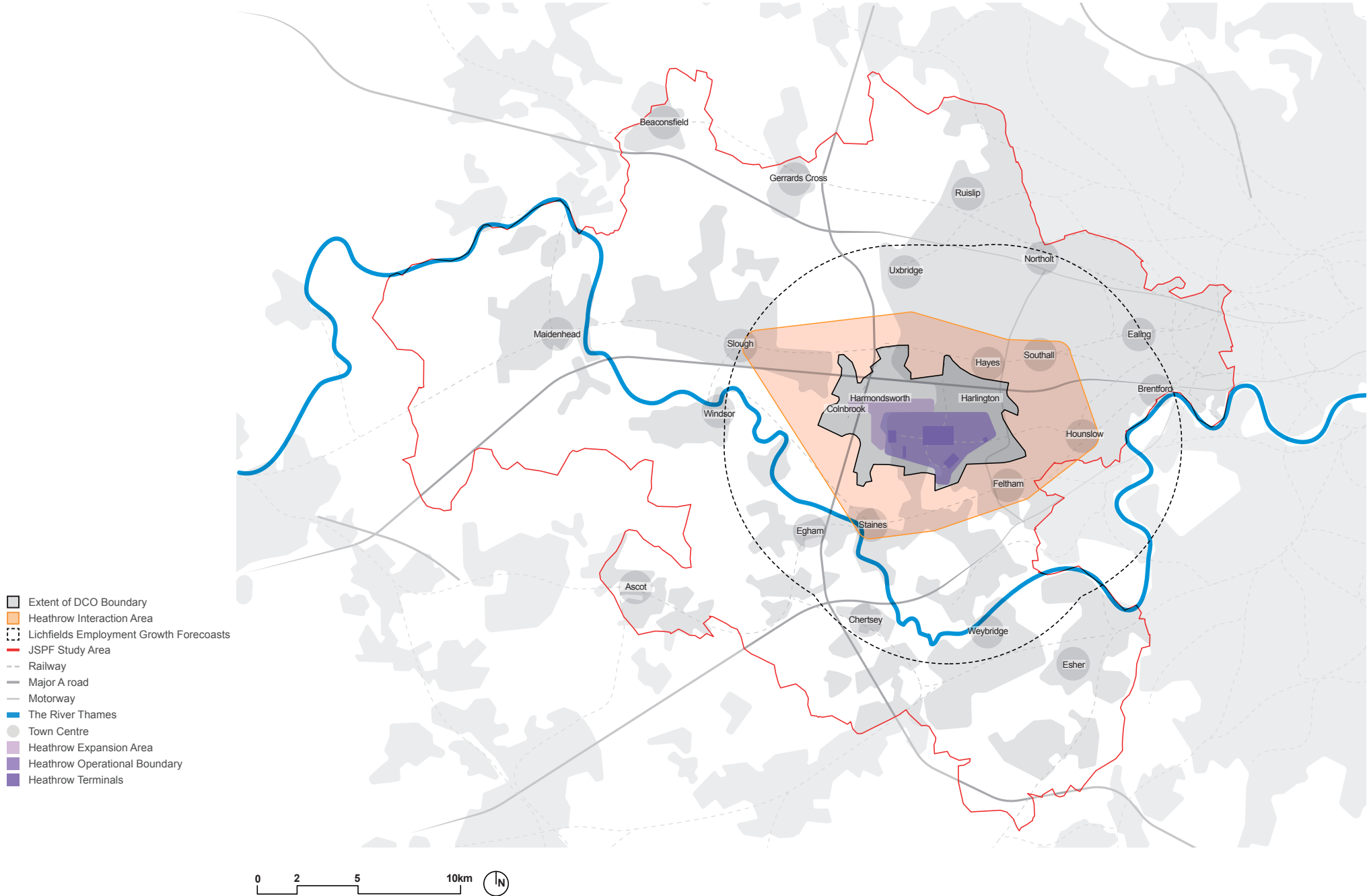


FIGURE 1.2: ZONES OF INFLUENCE AROUND HEATHROW AIRPORT

**TO BE
REFINED**

1.3 About the HSPG

The Heathrow Strategic Planning Group (HSPG) has been formed voluntarily by local authorities and other public organisations responsible for the sustainable development of the sub-region surrounding Heathrow Airport. In doing so this supports the local planning authorities in the collaboration required by the 'duty to cooperate' in development plan making.

The geographical extent of the Group (and therefore the membership) broadly accords with the Heathrow Travel to Work Area (see Figure 1.3) further justification for the area can be found in the Stage 1 Report for the Joint Evidence Base and Infrastructure Study (October 2018). The sub-region comprises a network of urban and economic centres and uniquely straddles the London metropolitan area and surrounding Green Belt.

HSPG Members

- London Borough of Hounslow
- London Borough of Ealing
- Spelthorne Borough Council
- Runnymede Borough Council
- South Bucks District Council*
- Royal Borough of Windsor and Maidenhead
- Slough Borough Council
- Elmbridge Borough Council
- Surrey County Council
- Buckinghamshire County Council¹
- Thames Valley Berkshire Local Enterprise Partnership
- Buckinghamshire Thames Valley Local Enterprise Partnership
- Enterprise M3 Local Enterprise Partnership
- Colne Valley Regional Park Community Interest Company

The London Borough of Richmond upon Thames has previously been invited to join HSPG but is not a member. The London Borough of Hillingdon, the Greater London Authority and Transport for London each have an open invitation to join HSPG but currently are not members.

HSPG Observer Members

- West London Alliance – London Boroughs
- Department for Transport
- Highways England
- Other government departments, agencies (including MHCLG, DEFRA, Environment Agency, Homes England) and local authorities also participate in HSPG events.

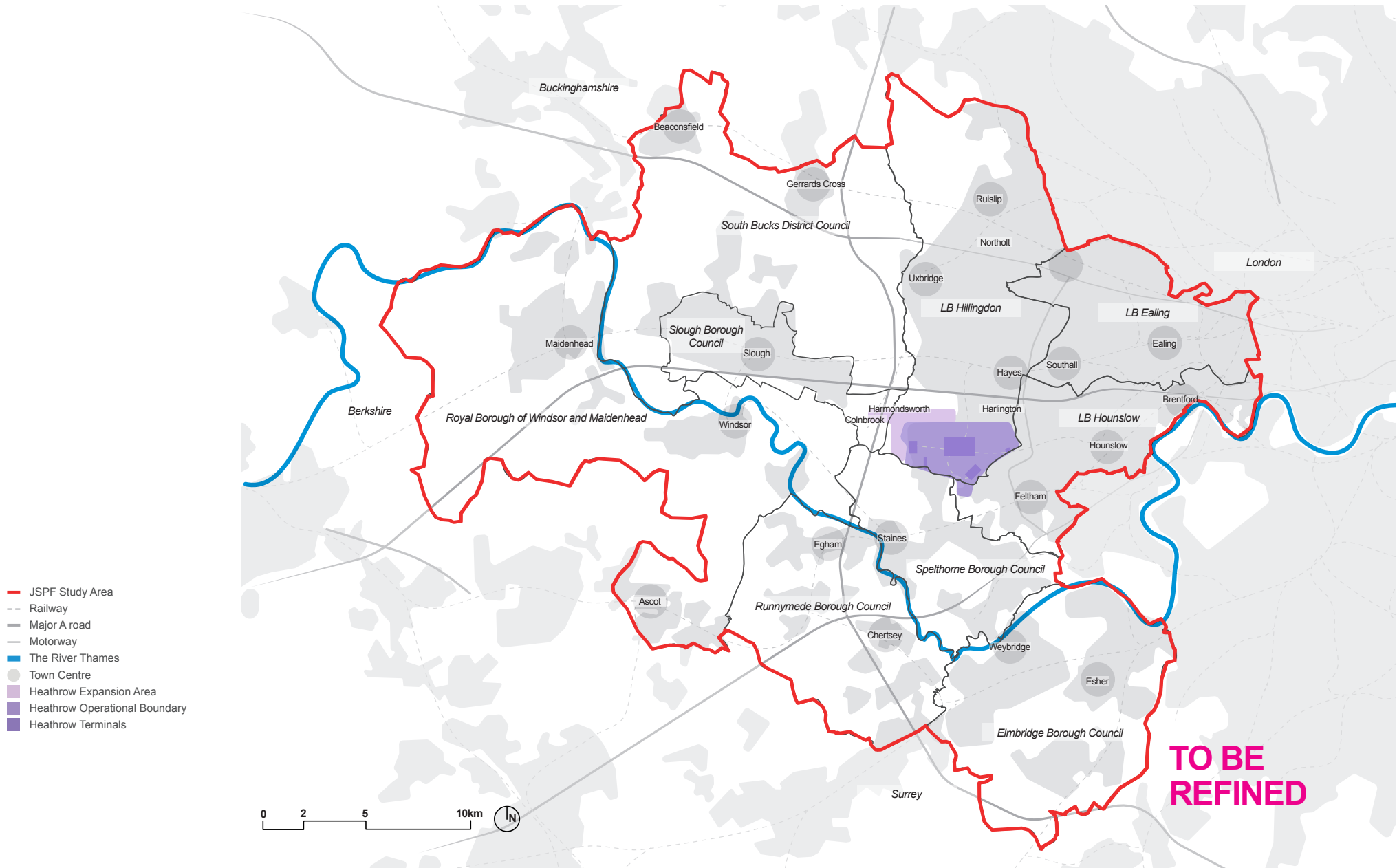


FIGURE 1.3: THE JSPF STUDY AREA

1.4 Purpose of the JSPF

HSPG members have jointly prepared the JSPF, with the primary aim of identifying the strategic planning issues and opportunities that need to be addressed in the sub-region over the next 30 years (2020 to 2050), which takes account of a shared understanding of forecasts of baseline or ‘background’ growth and the likely implications of the expansion proposals for Heathrow Airport².

Specifically, in the context of the forthcoming DCO application for expansion of the Heathrow Airport, the document:

- Identifies how the proposals for expansion of Heathrow Airport can support realisation of the overarching spatial framework and thematic spatial strategies for the sub-region;
- Seeks to provide the basis for joint and individual Local Impact Statements that will be prepared by HSPG members in response to the DCO application proposals;
- Presents key actions for HAL, which HSPG members consider need to be addressed and included in the forthcoming DCO application;
- Considers potential options for how residual growth requirements not included within the forthcoming DCO application can be sustainably accommodated across the rest of the sub-region including implications for the forthcoming DCO application and local plan reviews;
- Identifies the strategic infrastructure needed to support expansion of Heathrow Airport, including that infrastructure which is outside the singular remit of HAL; and
- Assists discussions on future governance and delivery mechanisms related to expansion of Heathrow Airport.

HSPG members recognise that the document does not explicitly address the impact of increased aircraft operations on surrounding area including the potential impact on health and wellbeing arising from reduced air quality and increased noise levels including from night flights. HSPG members position on this is set out in its representation to HAL’s consultation in summer 2019.

This document comprises the first iteration of the JSPF. Future updates and revisions are envisaged to be necessary as well as related documents focussing on specific tasks or specific geographic areas (as described further in Chapter 7). The JSPF also seeks:

- To provide a flexible framework given its long-time horizon (to 2050). In doing so, it seeks to recognise that planning and forecasting for this period is challenging and that there are many uncertainties (e.g. Brexit, climate emergency etc.) the impacts of which are unknown.
- A shift of perspective from responding to HAL’s emerging DCO application proposals, to looking collectively at the challenges and needs the sub-region faces. It therefore considers how expansion at Heathrow Airport and wider infrastructure opportunities can be maximised to improve existing relationships and address current problems in the most sustainable way, whilst also serving expansion needs.

It therefore:

- Provides an overarching spatial framework for the sub-region;
- Sets out how this overarching spatial framework is supported by thematic spatial strategies on the economy, connectivity, the environment and local communities;
- Outlines the strategic transport and other infrastructure that needs to be delivered to support growth of the sub-region; and
- Identifies priorities and phasing for achieving aspirations for the sub-region.

1.5 Status of the Document

In parallel to preparing the JSPF, the HSPG members have developed a Statement of Common Group to demonstrate the commitment of the authorities to the priorities and proposals set out in this document. The key points from this document are summarised here.

The document is not a ‘development plan’ (as defined in section 38(6) of the Planning and Compulsory Purchase Act (2004) (as amended)) and as such has not been subject to formal Sustainability Appraisal or Habitats Regulations Assessment. However, it is jointly owned by the Member authorities and will inform their own statutory planning functions.

Whilst each HSPG member has endorsed the document, it is recognised that individual members have their own policies and proposals for baseline growth and the responses to proposals for expansion of Heathrow Airport.

In preparing the JSPF, regard has been had to the range of existing documents; an overview of these is presented in Figure 1.4. The JSPF therefore seeks to respond to and provide a set of complementary proposals.

The work of the HSPG is broader than spatial planning. However, the focus of vision, principles and actions set out in the JSPF principally addresses spatial planning matters. Other documents, including the Economic Development Vision and Action Plan (EDVAP), provide companion documents to the JSPF on specific topics/areas of focus. It is anticipated that the document may be used by HSPG members in the following ways:

- To form part of the evidence base for local impact reports and other representations made to the Examining Authority who will consider the DCO application for HAL’s expansion proposals at Heathrow Airport;
- To form part of the suite of evidence base documents which inform future reviews of local plans undertaken by each local planning authority – this could provide the primary mechanism for realising the detail of the proposals contained in the document. The proposals would also be subject to scrutiny through Sustainability Appraisal and Habitats Regulations Assessment, as appropriate, at this point in time;
- As a material planning consideration in the determination of planning applications;
- To inform other plans, strategies, initiatives and investment programmes pursued by HSPG members; and
- To assist in identifying funding priorities.

The London Borough of Hillingdon, the Greater London Authority and Transport for London each has an open invitation to join the Group but is yet to do so. The JSPF has therefore been prepared having regard to the policy aspirations of these authorities (as set out in published documents) but has not been prepared with their direct involvement. It therefore cannot be seen to represent or incorporate their views. In relation to the proposed expansion of Heathrow Airport, HSPG has and continues to work constructively with, but are independent of, HAL. Whilst HAL has participated in discussions which have informed the preparation of this document, they have not been asked to endorse its contents in full.

INPUTS

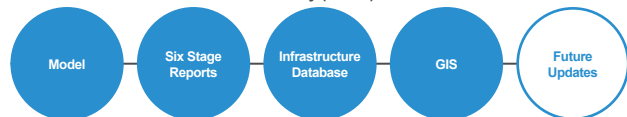
HSPG Documents



Background Growth



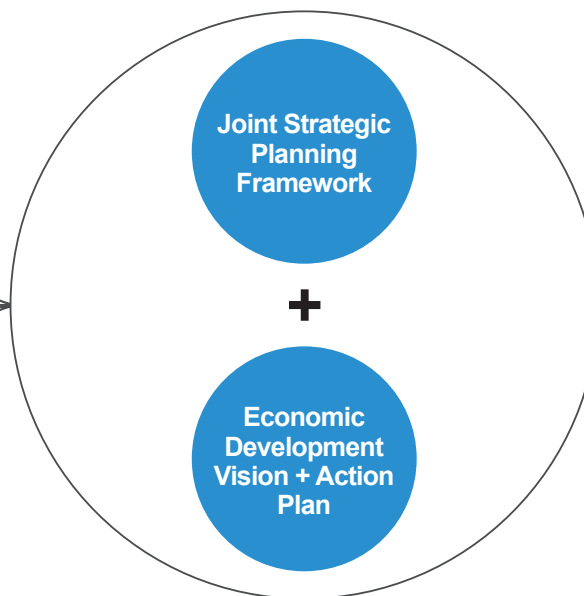
Joint Evidence Base + Infrastructure Study (JEBIS)



Airport Related Planning Policy + Proposals



Strategic HSPG Documents



INFLUENCES

Support Local Plans + Strategies

Inform Strategic Infrastructure + Development Proposals

Inform Heathrow Expansion DCO

Inform Funding + Delivery Priorities

FIGURE 1.4: THE RELATIONSHIP OF THE JSPF TO OTHER DOCUMENTS

1.6 Structure of the document

**TO BE
REFINED**

Following this introduction:

- Chapter 2 provides the vision and overarching spatial framework for the sub-region, comprising: the cross-cutting themes; thematic vision statements, spatial framework that depicts the overall spatial strategy for the sub-region; and key economic corridors.
- Chapters 3-6 are organised according to each of these Vision Statements and are structured to convey the outcomes that are sought, the principles that provide guidance, the framework plan which articulates the spatial strategy for that theme, and the actions that will be pursued.
- The final chapter, Chapter 7, summarises the governance and delivery mechanisms for implementing the identified priorities including strategic phasing, governance considerations and monitoring arrangements.

01 / Introduction

PURPOSE, STATUS + APPLICATION

02 / Vision and Spatial Framework

KEY CHALLENGES + WIDER CONTEXT

Cross-cutting Themes that feed into everything we do

SUSTAINABILITY AND RESILIENCE

QUALITY OF PLACE

LIVEABILITY AND INCLUSION

INNOVATION-LED GROWTH

STRONG GOVERNANCE AND DELIVERY

Vision Statements

A THRIVING AND PROSPEROUS ECONOMY

CONNECTIVITY AS AN ENabler OF GROWTH AND INNOVATION

AN ATTRACTIVE AND SUSTAINABLE ENVIRONMENT

LIVEABLE COMMUNITIES WITH A STRONG SENSE OF PLACE

Corridor Strategies

GREAT WESTERN CORRIDOR + M4

SOUTH WESTERN RAIL CORRIDOR + M3

M40 CORRIDOR + CAMKOX

03 / – 06 / Vision Statement Topics

Each topic chapter has a common structure

The future we are working towards
Spatial plan by theme
What implementation of the actions will achieve
What principles guide us

VISION STATEMENT

FRAMEWORK PLAN

OUTCOME

PRINCIPLES

ACTIONS

What the action is
Why this is needed
How this will be undertaken
Who needs to be involved
When this needs to be delivered

07 / Delivery and Implementation

HEATHROW INTERACTION AREA

THREE SUB-AREAS

STRATEGIC PHASING

FIGURE 1.5: JSPF STRUCTURE

1.7 How to Use the Document

A focus on actions

The JSPF is action-oriented. As indicated in Figure 1.6, actions are structured in a common way, distinguishing between Heathrow Airport expansion-related actions and those that relate to the wider sub-region.

The JSPF is by its nature strategic and priority focussed. Therefore, the actions identified focus on matters where the JSPF can add value, including those matters that:

- Are cross boundary, such as where a project or action relates to more than one local authority;
- Relate to the provision of facilities that are used by or are of benefit to by the wider population;
- Prioritise use of resources; and/or
- Support or enable all the community to access the benefits of the sub-region.

Action boxes are used to identify the most pressing priorities for the HSPG members. Where appropriate, other priorities for future consideration or investigation have also been identified.

To support effective implementation actions are grouped in relation to the three sub-areas, which relate to the local authority groupings, namely: Berks and Bucks; Surrey and London Boroughs (see Figure 1.7).

FIGURE 1.6: EXAMPLE ACTION

Delivery phases

Each action is considered in relation to four delivery phases recognising that the final outcome and the process of change are both important.



► QUICK WINS (NOW)

Identifies actions for early implementation.



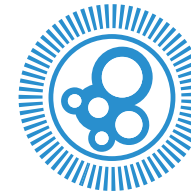
► NOW (2020-2025)

This focuses on actions that need to be undertaken prior to the third runway at Heathrow Airport being operational (anticipated to be in 2026). This may include processes or planning mechanisms that need to be established or projects that need to be constructed. This includes the heavy civil engineering construction phase of HAL's expansion proposals and potential early growth of air traffic movements. This phase, therefore, includes actions related to the delivery of strategic infrastructure projects that are already in the planning pipeline and included in the adopted plans and strategies of HSPG Members. For some of these, delivery and funding mechanisms are known and secured, for others these have yet to be defined and require further focus, as summarised in JEBIS.



► NEW (2026-2030)

This relates to the actions that need to be delivered to accompany the third runway opening and the immediate period after. This looks at the new planning context and horizon, beyond some current adopted local plans. Actions that are to be delivered in this period need to respond to the 'known' challenges. However, there are likely to be significant changes that will influence the next iteration of local plans and others strategies and programmes. As well as the third runway, the Old Oak Common HS2 Station and the Western Rail Link to Heathrow are currently planned to open during this period, for example.



► NEXT (2031-2050)

This phase looks to the longer term, with the likelihood of new unforeseen technologies and change and considerably less certainty or underpinning evidence. The JSPF seeks to establish the scale and nature of ambitious innovation and opportunities. Actions related to this phase look to capitalise on prior infrastructure delivery and set a trajectory concerned with and future-proofing and the pursuit of best practice as currently understood.

- JSPF Study Area
- - - Railway
- Major A road
- Motorway
- The River Thames
- Town Centre
- Heathrow Expansion Area
- Heathrow Operational Boundary
- Heathrow Terminals
- London Local Authorities
- Surrey Local Authorities
- Buckinghamshire and Berkshire Local Authorities

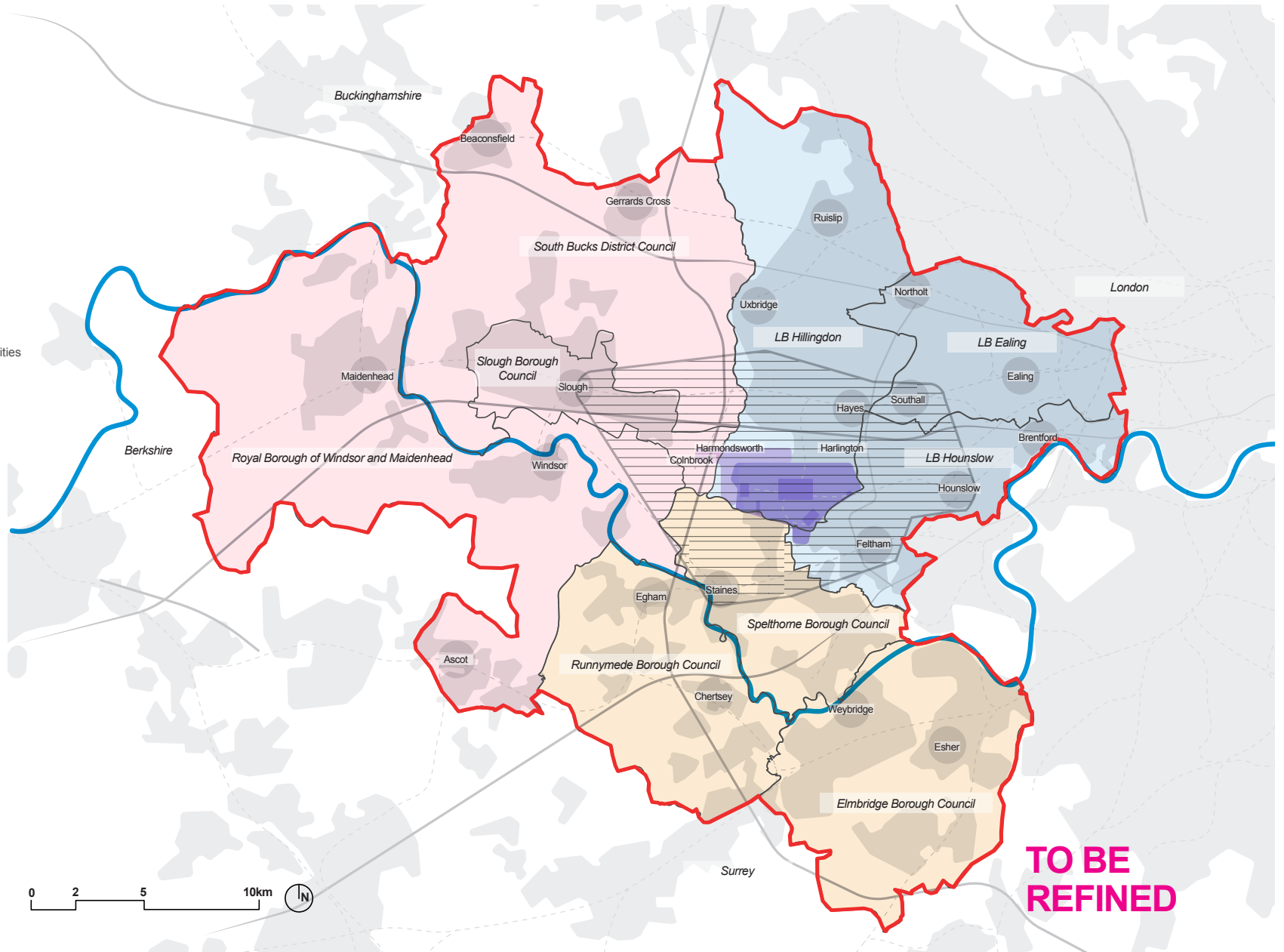


FIGURE 1.7: SUB-AREAS OF HSPG



02 /



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Vision and Spatial Framework

2.1 Key challenges facing HSPG members

Informed by the review of existing strategies and plans, eight key challenges have been identified that affect the sub-region. These provide the context against which the expansion proposals at Heathrow Airport must be considered.

Taken with the challenge of expansion at Heathrow Airport itself, they demonstrate that the sub-region faces a unique challenge: to accommodate and deliver a significant increase in much needed new homes and jobs properly supported by appropriate infrastructure (background or baseline growth) and plan for additional growth that would be triggered as a result of expansion of Heathrow Airport.



The range of constraints on land available for development mean there is a need to maximise land use efficiency and intensify development on brownfield land


Meeting the sub-region's future housing and employment needs will continue to be challenging given the presence of a range of policy and environmental constraints including Green Belt, Metropolitan Open Land, countryside, Areas of Outstanding Natural Beauty, Natura 2000 sites, scheduled monuments and listed buildings and areas vulnerable to flood risk. Both housing and employment development are often competing for the same scarce land.

Direct and indirect economic growth related to expansion at Heathrow Airport should be accommodated through focussing development within accessible locations (such as town centres), by maximising land efficiency to minimise land take and minimising competition for land between homes and jobs.




The role of town centres as the focus of communities needs to be strengthened, providing continual support in the context of major commercial pressures

Town centres should be the focal points of the communities they serve. HSPG members are committed to strengthen their role as vibrant mixed-use hubs that offer a range of services from morning through to evening. These should be the focus for induced expenditure growth and catalytic growth resulting from airport expansion. Given the competition formed by online shopping and out-of-centre retail, leisure and employment formats this will remain highly challenging but trends towards more central places of employment complete with a range of amenities (and away from suburban business park format) provide opportunities to be grasped.




There is a need to focus on liveability and quality of place, to improve the quality of life for residents and attract businesses and visitors

Heathrow Airport and air travel have expanded significantly over the past 70 years. Similarly, surrounding industrial and residential areas have grown and changed too, resulting in complex relationships and pressures. HSPG Members make substantial investments in placemaking, public realm and environmental sustainability but recognise there is much that should be done to make places better and address areas that are under-performing or are inaccessible. This includes further enhancing publicly accessible green and blue natural spaces, and public spaces in our urban and suburban areas, to promote health and wellbeing, support active travel options, enhance air quality and attract talented staff and businesses.



There is critical need to boost housing supply to meet current and projected housing needs and achieve greater levels of affordability


A major increase in house-building is needed to cater for household growth and address the current unaffordability of homes to rent or buy. This needs to be accompanied by appropriate education, healthcare and other community services to create sustainable communities and cater for changing demographic profiles. The JSPF does not set housing need figures or targets; this is for each local planning authority to determine. However, the strategies and infrastructure proposals included within the JSPF can support the delivery of planned development and provide the opportunity to increase the development potential of future sites to help deliver further homes. Accessible well-connected town centres and residential areas can offer homes for the expanding airport workforce.



Economic growth and innovation needs to be supported, whilst ensuring benefits are shared equally and areas of deprivation are addressed


A full range of business accommodation and measures are required to support economic growth across a wide diversity of sectors. This includes local service providers and makers as well as high value sectors including digital and media, financial and professional services. There is a need to cater for start-ups and affordable work spaces through to office headquarter premises. Growing demands for large format freight and logistics facilities, which are land 'hungry' also pose a particular challenge.

Inclusive economic growth can be aided by coordinating employment and accessibility planning, focussing on public and active transport. Increasingly mixed places of living and working are sought. Innovative solutions should be explored to establish 'better ways' of doing things and a better relationship between Heathrow Airport and the surrounding sub-region.




Much of the area has high levels of car dependency, which is unsustainable. A shift is required that makes active travel and public transport options more attractive and viable

Throughout the sub-region car dependency has led to increasing levels of traffic congestion and pollution, which in turn has resulted in poor air quality within many communities. HSPG members therefore support a shift in approach to prioritise walking and cycling, followed by public transport, car sharing and lastly private vehicle use. This is also integral to strategies geared to ensuring that economic prosperity is shared equitably by connecting communities to areas of growth and to address the climate emergency. Over the time horizon of the JSPF, a continuing uptake in 'mobility as a service' can be anticipated, enabled by technological advancements in autonomous vehicles and on-demand services and applications.



Land use and transport infrastructure planning needs to be closely coordinated to support and catalyse growth

Our growth is real growth for the UK as a whole. Our businesses are driving forward national economic recovery and growth. The area benefits from having tremendous locational advantages, combining the proximity of Heathrow Airport, motorway and rail network, access to central London and high quality of environment. But these locational advantages will only be fully leveraged with infrastructure investment related to airport expansion, HS2 and other rail projects in a way that unlocks further growth potential and serves as a catalyst for accelerated delivery.



There is a major opportunity for the sub-region to capitalise on its locational advantages and lead in sustainable and innovative freight and logistics systems

Heathrow Airport's expansion will lead to a major demand for air freight-related employment uses. This requires a holistic and innovative approach to planning for freight as a system, one that maximises efficiencies, promotes automation and streamlines freight transport and delivery. This includes the allocation of suitable land, including freight hubs, developing higher density formats and minimising freight traffic with integrated planning that includes non-road-based methods.

2.3 Cross Cutting Themes

The JSPF sets a long-term trajectory that establishes how HSPG members intend to work collectively to transform the sub-region, whilst establishing short-term actions that set us on this path. It looks ahead 30 years into the middle of the 21st Century, to a future that will be very different following the rapid advancement of technological change and intensifying environmental pressures. There are five cross-cutting themes that frame the JSPF vision and actions.

Sustainability and Resilience

International and national treaties and policies will address the management of future growth in air travel in relation to net zero carbon by 2050. The proposals for expansion at Heathrow and other airports will be viewed within this context. This spatial framework focuses on sustainable surface access proposals (how passengers and staff get to and from the airport), maximising local community benefits and the integration of land use and transport planning for sustainable growth.

The HSPG is seeking to achieve best practice in sustainable development and contribute towards achieving the UK net zero target by 2050, whilst increasing the resilience of the sub-region to climate change impacts through well considered land use planning and surface transport proposals, for example.

HSPG is committed to minimise environmental harm and maximise environmental benefits for the area's communities. The JSPF actions seek to apply a step change in the standards of sustainable development that applied to major new development in the sub-region.

In applying the JSPF actions and thinking about future longer-term innovation, HSPG will take full advantage of the innovation and research opportunities presented by the presence of world renowned institutions, such as the University of Reading's work on climate change.

Quality of Space

Achieving high quality places by locating 'the right development in the right place at the right time' is central to the JSPF planning approach. In relation to both expansion proposals at Heathrow Airport and other strategic projects proposed across the sub-region, the HSPG focus is on both managing the change process, and ensuring they leave an enduring legacy that generates maximum benefits for local communities over the long term.

HSPG expects the design of buildings, infrastructure and environmental improvements associated with expansion at Heathrow Airport to be truly world class. The HSPG sub-region is a key gateway to the UK and first impressions count.

The transformational impact of work associated with the London 2012 Olympics set the bar in this regard. The expansion proposals at Heathrow Airport provide the opportunity to strengthen the global role of the airport, reinforce the position of the sub-region as an attractive location for inward investment and deliver for local communities. The quality of environment surrounding the airport and links into communities and places beyond need to convey that.

Quality of place is considered at multiple levels. HSPG takes the broader perspective in recognising the international and national importance of the sub-region, whilst also looking to neighbouring areas to ensure the JSPF actions are complementary to, for example, plans for the Cambridge-Milton Keynes-Oxford arc. At the same time the focus is acutely local. Many residents live in suburbs that need to be transformed with significant improvements to active travel and public transport choices to reduce car dependency.

The prime motivation is to ensure that strategic projects deliver for the area's communities and generate local positive multipliers that the maximum number of people can benefit from. The JSPF give particular focus to the 'Interaction Area' between the proposed expanded operational airport /campus and surrounding communities, recognising the more acute impacts these communities are likely to experience should the expansion proposals at Heathrow Airport go ahead.

Liveability and Inclusion

HSPG wants the broad diversity of communities across the sub-region to all be great places to live. This means a focus on the liveability, health and wellbeing of residents. Virtuous cycles of improvement will be pursued through the investments of HSPG members and through working in partnership with others. Green and blue spaces will be enhanced and opened for public access to offer health benefits and attract visitors to the area. Pervasive networks of clean public transport, walking and cycling routes will allow people to reach jobs and leisure opportunities readily and affordably. Accessibility improvements will ensure inclusive economic growth is more equitably distributed.

Vibrant mixed-use town centres will be strengthened as hubs for business innovation, community life, tourism and culture. A focus on the liveability of communities is core to the way expansion proposals at Heathrow Airport are being viewed by HSPG. This includes maximising local economic development and environmental improvement opportunities. These range from initiatives that secure skills and training opportunities, through to landscape measures that ensure that maximum benefits can be derived from aircraft noise and air quality mitigation. For example, multi-functional landscape proposals should include green spaces of tranquillity and the incorporate landscape noise reduction measures that enhance quality of place and incorporate land art opportunities.

Innovation-led Growth

By 2050 the area surrounding Heathrow Airport will be one of the most advanced sub-regional economies in the UK. With a major expansion of employment opportunities there will be low unemployment, and low underemployment. There will be opportunities for residents and workers to improve their skills throughout their life.

Businesses will be given the space and support they need to flourish, boosting productivity and attracting inward investment. This will ensure innovation is encouraged and that the sub-region is seen to be 'doing different' rather than just more of the same. Freight and logistics businesses in the region will be leaders in low and zero-emission transportation and warehousing, harnessing technological advances to streamline their systems and improve services. Well established partnerships between educational institutions and industry will support innovation and advances across sectors, including digital/ICT, film, TV and other cultural and creative industries, pharmaceuticals, and manufacturing and logistics, enabling the sub-region to compete for talent and investment.

Strong Governance and Delivery

Appropriate governance and delivery mechanisms are key to realising HSPG's aspirations for the sub-region. The potential legacy opportunities are massive and must be secured. Decisions made now will affect many generations to come.

HSPG has already shown itself to be a strong unified voice, working together to hold HAL to account on key issues and successfully influencing its emerging proposals. Although members each have their own policy views on expansion of Heathrow Airport, the group has proven to be a strong unified voice on keeping vital objectives and priorities high up the agenda.

There is much that HSPG members can do through working together and with other partners. The JSPF can help to foster cooperation, improve relationships and jointly solve problems. JSPF actions will initially be monitored and delivered by members through existing governance.

As the DCO process moves forward, HSPG is working to create proposals for future governance. These proposals will ensure that this effective co-operation continues, so that strategic objectives can be secured through the DCO planning process to ensure they are successfully realised as the project is delivered.

The JSPF puts forward a series of key actions that combine to deliver far-reaching change. Governance proposals will look to help ensure these actions can be delivered both through the DCO process and more widely. For example, discussions are being held on how to use and govern sources of increased income which will be achieved through expansion. These could include business rates, access charges and Ultra Low Emission Zone charges. HSPG members would like to see this income used to maximise the benefits to local communities, who are disproportionately negatively impacted. This income could be used to deliver key actions outside of the DCO, but which directly arise from the impacts of expansion.

2.4 Vision Statements

In 2050 the sub-region will have:



A Thriving and Prosperous Economy

Our vision is to be one of the most advanced sub-regional economies in the UK, made up of a network of complementary urban and economic centres, providing benefits to all. The collective image of the HSPG area will be synonymous with innovation and quality of place, attracting business and inward investment from around the world. We will shape the proposals for expansion at Heathrow Airport, so that they positively contribute to the wider economy. This includes ensuring provision and protection of suitable employment land for non-airport related local services and makers to provide a strong and inclusive legacy for local communities.



Connectivity as an Enabler of Growth and Innovation

Our vision is to create a reliable, resilient, integrated and safe transport network focused on sustainable travel modes that supports growth and sustainable development, including the efficient movement of expanded freight both within and across the sub-region. This includes integration of the new Heathrow Airport surface access hub into the surrounding network of places to enable and deliver growth for the benefit of all. We will also boost digital connectivity for our communities and businesses and lead in the application of new technologies. Strong support will be given to strategic transport infrastructure projects that promote sustainable development and unlock growth opportunities.



An Attractive and Sustainable Environment

Our vision is to achieve best practice in integrated sustainable development, applying a step change in the way that measurable environmental targets are met. This will be achieved by implementing sub-regional green and blue infrastructure networks that connect people and places via high quality pedestrian and cycle links, and by coordinating infrastructure development planning – focussing on strategic sustainable energy, waste and water initiatives.



Liveable Communities with a Strong Sense of Place

Our vision is of a diverse mosaic of thriving communities that offer a high quality of life, with a diverse range of local jobs and services and high quality urban and green space. We will work together to support local authorities in achieving housing delivery targets and join forces with other partners to help ensure community infrastructure delivery keeps step with housing growth. We will pursue a legacy-led approach to construction worker housing that are able to transition to permanent residential neighbourhoods of longer-term benefit.

2.5 Strategic Spatial Framework

Figure 2.2 translates the vision statements into a strategic spatial framework that articulates how the aspirations for the sub-region can be achieved.

It presents a composite picture that brings together the thematic framework plans set out in chapters 3 to 6. As the name ‘framework’ implies, the intention is to provide broad planning parameters that can be further developed by HSPG members including as part of a suite of related strategic documents and local plan review processes.

Key elements of the strategic spatial framework comprise:

- Strategic growth locations including priority town centres, regeneration areas and development locations;
- Priority transport infrastructure projects, which will unlock and catalyse growth;
- The strategic network that be achieved through improvements to the existing green and blue network; and
- Support to the delivery of local housing needs, maximising the opportunities to do this sustainably, in locations with access to employment growth and necessary infrastructure.

- Strategic Growth Locations:**
- Area appropriate for new or intensified office or hotel development
 - Area of search for new or intensified industrial development
 - Area of search for new or intensified office, hotel and industrial development
- Priority Town Centres
- Existing Employment Sites
- HS2
- Elizabeth Line
- South West Mainline Capacity Improvements
- Western Rail Link
- Southern Rail Access Options
- Opportunity for Southern Rail Link
- West London Orbital Rail (WLOR)
- WLOR Potential Overground Stations
- WLOR Proposed Station
- WLOR Existing Overground Stations
- Local Authority Greenbelt
- Area of Outstanding Natural Beauty
- Strategic Open Spaces
- Watercourses
- Strategic Public Right of Way and National Cycle Network
- River Thames Flood Alleviation Scheme
- JSPF Study Area
- Railway
- Major A road
- Motorway
- The River Thames
- Other Town Centre
- Heathrow Expansion Area
- Heathrow Operational Boundary
- Heathrow Terminals

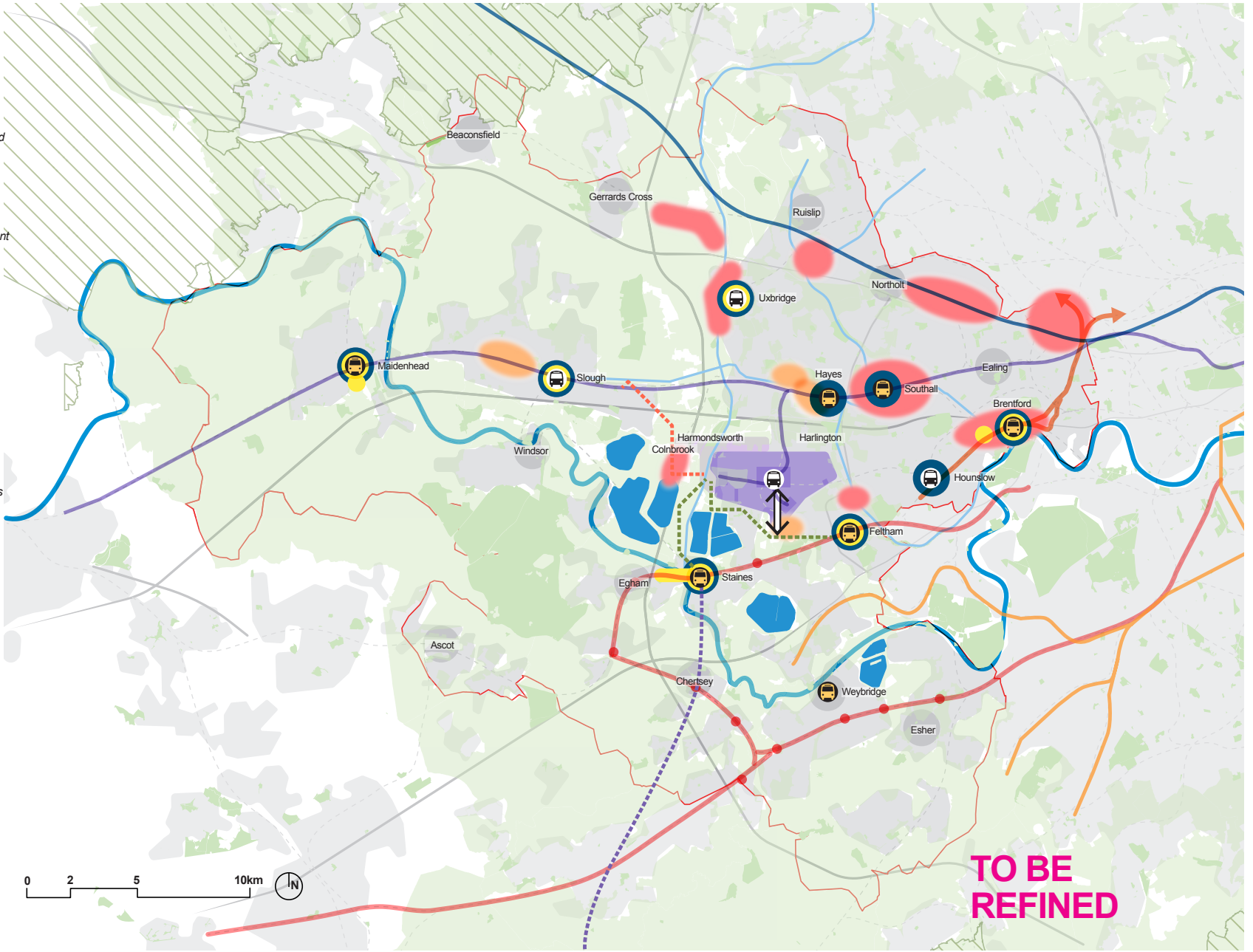


FIGURE 2.2: SPATIAL FRAMEWORK

2.2 Wider Context

The vision and overarching spatial framework for the sub-region have been developed in the context of wider aspirations and development proposals. This includes the areas served by the three LEPs and other strategic influences including:

- The work of the three LEPs operating within the area in supporting employment growth and skills development (TVBLEP, BTVLEP and EM3LEP);
- The Cambridge-Milton Keynes-Oxford (CaMKOx) arc;
- The work of the shadow sub-national transport bodies operating in the area (England's Economic Heartland and Transport for the South East);
- The London Plan including the Heathrow/Elizabeth Line West area comprising a number of opportunity areas including the Heathrow Opportunity Area, Old Oak and Park Royal Opportunity Area and Great West Corridor Opportunity Area (which contains the 'Golden Mile' along the Great West Road); and
- Surrey's 2050 Place Ambition, a strategy for infrastructure and good growth.

28 These influences are considered to be particularly relevant to the future of the area given their ability to influence parts of the sub-region. For example, development at Park Royal/Old Oak Common could increase traffic generation and demands for services or competition. Similarly, developments within the HSPG area could impact locations outside the sub-region. It is therefore important that in planning for a range of new NSIPs consideration is given to how the cumulative and in-combination impacts of these proposals can be acceptably managed. In developing the JSPF, HSPG has sought to maximise synergies and develop strategies that are complementary to wider proposals – making the boundaries to the sub-region porous.

- ① Old Oak Common / Park Royal
- ② Great Western Corridor Opportunity Area
- ③ Heathrow Opportunity Area
- JSPF Study Area
- ▭ LEP Areas
- ▭ Greater London Authority
- Elizabeth Line
- ▭ Sub-Regional Corridors
- Major Towns
- ✈ Airports

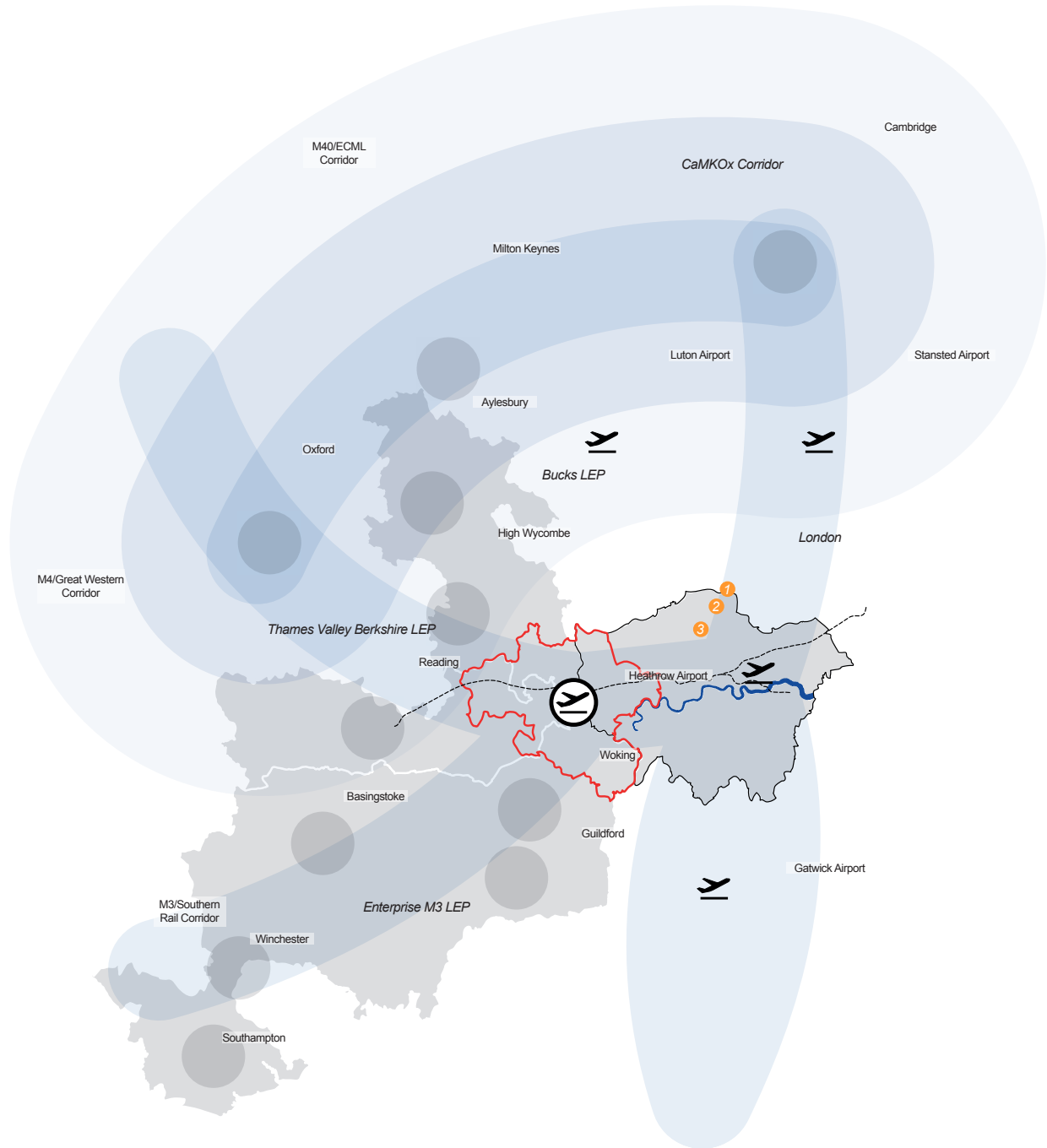


FIGURE 2.1: STRATEGIC CONTEXT

2.6 Growth Corridors

This strategic spatial framework is comprised of three growth corridors:

Great Western Corridor and M4

This east-west corridor follows the route of the Great Western main line and M4 motorway. Major areas for growth and regeneration focus on town centres and potential major sites flanking these (particularly Southall, Hayes, Slough and Maidenhead). The corridor will be further strengthened with the opening of the Elizabeth Line and Western Rail Link to Heathrow. Strategic development within this corridor is being promoted within the wider context of the Thames Valley Berkshire LEP proposals for economic growth extending westwards from Maidenhead to Reading and further along a corridor recognised as an economic powerhouse of enormous importance to the UK.

South Western Rail Corridor and M3

This corridor extends along the South Western rail line and M4 motorway, with development activity focused on Brentford, Hounslow, Feltham and Staines. The West London Orbital Rail and Southern Rail Link to Heathrow schemes will provide major catalysts for housing and employment growth. Each of these need to be integrated with a suite of last mile connectivity improvements to enhance active travel links between stations and their wider catchment areas.

M40 Corridor and towards CaMKOx

This corridor extends along the A40 – M40, connecting various strategic development areas along Western Avenue, from Park Royal, through Ealing's Perivale Industrial area, onward to through Northolt and Uxbridge town centres, and the industrial areas north of Uxbridge. This corridor continues onwards towards Oxford and should be seen within the broader context of the CaMKOx arc, which encompasses South Bucks.

Each of these corridors connect into the Park Royal/Old Oak Common hub at the eastern entry point to the HSPG sub-region. Over time, this area is expected to shift the geography of West London, with a major commercial hub centred on the HS2/London Underground/Mainline rail interchange, co-located with a transformed Park Royal.

The Heathrow Interaction Area occupies a pivotal position at the fulcrum of each of these growth corridors and it is important that an outward-facing Heathrow Masterplan connects into each of these areas, further strengthening and complementing wider strategic development objectives.

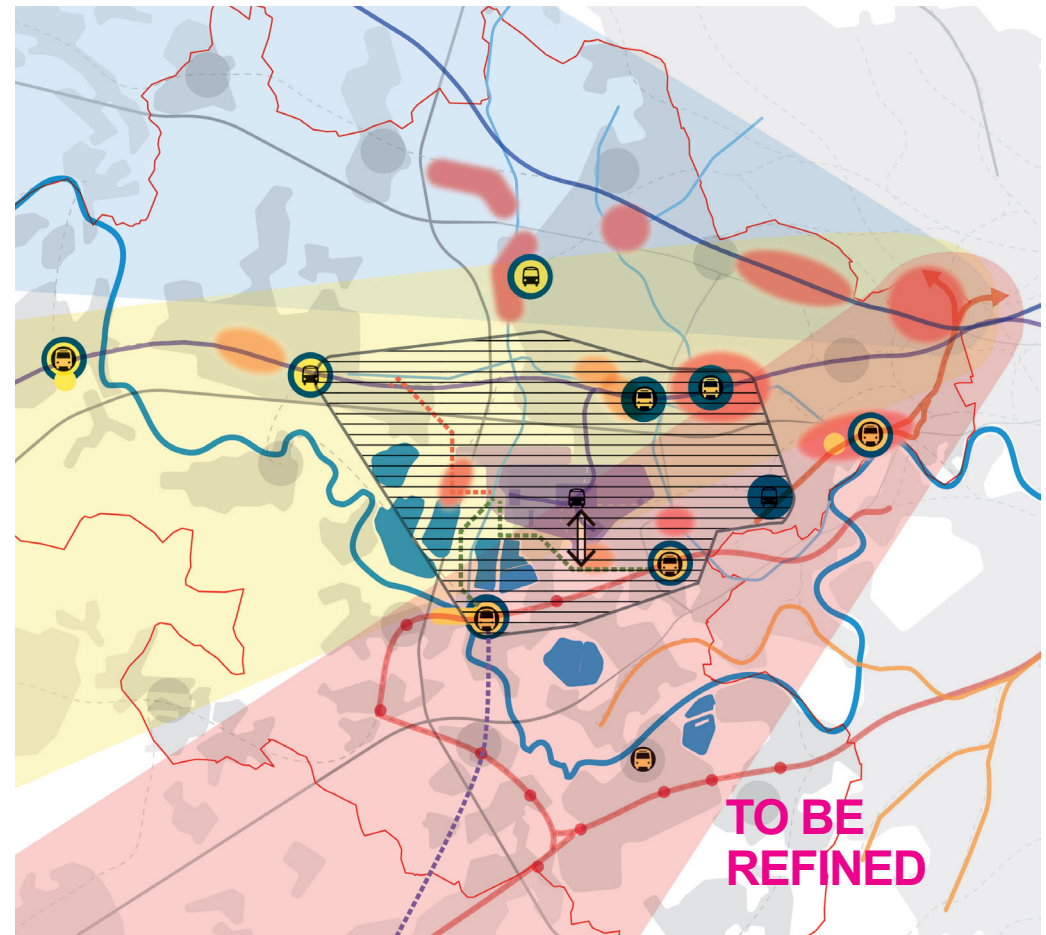


FIGURE 2.3: GROWTH CORRIDORS



03 /



03



A thriving and Prosperous Economy

32

Vision

Our vision is to be one of the most advanced sub-regional economies in the UK, made up of a network of complementary urban and economic centres, providing benefits to all. The collective image of the HSPG area will be synonymous with innovation and quality of place, attracting business and inward investment from around the world. We will shape the proposals for expansion at Heathrow Airport, so that they positively contribute to the wider economy. This includes ensuring provision and protection of suitable employment land for non-airport related local services and makers to provide a strong and inclusive legacy for local communities.

Overview

The sub-region makes a significant contribution to the UK economy. Although it has long been associated with 20th Century manufacturing including aviation, a range of other sectors call the sub-region home. Many of these sectors are attracted to the sub-region by the connectivity benefits that the road, rail and air networks offer.

Background employment growth is projected to continue rising over the next 30 years and will be given a major boost should expansion of Heathrow Airport proceed. In its Illustrative Preferred Masterplan (see Figure 1.1) HAL proposes that the majority of specialist airport

-related employment needs are accommodated within the DCO application boundary along with a portion of other ASD related land uses. However, the balance – the residual growth requirements – HAL proposes to be met within the wider HSPG area (or beyond).

HSPG members want to capture as much of this growth as possible to offer a wide diversity of local employment opportunities. The chapter provides an initial framework for considering how much and where background and expansion related growth can be sustainably accommodated within the sub-region and the priority actions required to achieve this.

3.1 Existing Employment Sectors and Locations

The HSPG economy is highly productive. The GVA (measure of economic output) per worker is over £72,000, which is 20% greater than the South East average and 28% more than the England average.

The area has concentrations of businesses across a range of sectors including digital/ICT, professional services, film, TV and other cultural and creative industries, pharmaceuticals, manufacturing and logistics. An overview of the distribution of existing key sectors within the sub-region is provided in Figure 3.1.

- Higher Education Institutions
- Transport and Logistics
- Aviation
- Manufacturing
- Pharmaceuticals
- Tourism
- Digital
- Professional Services
- Creative Industries

- JSPF Study Area
- Railway
- Major A road
- Motorway
- The River Thames
- Town Centre
- Heathrow Expansion Area
- Heathrow Operational Boundary
- Heathrow Terminals

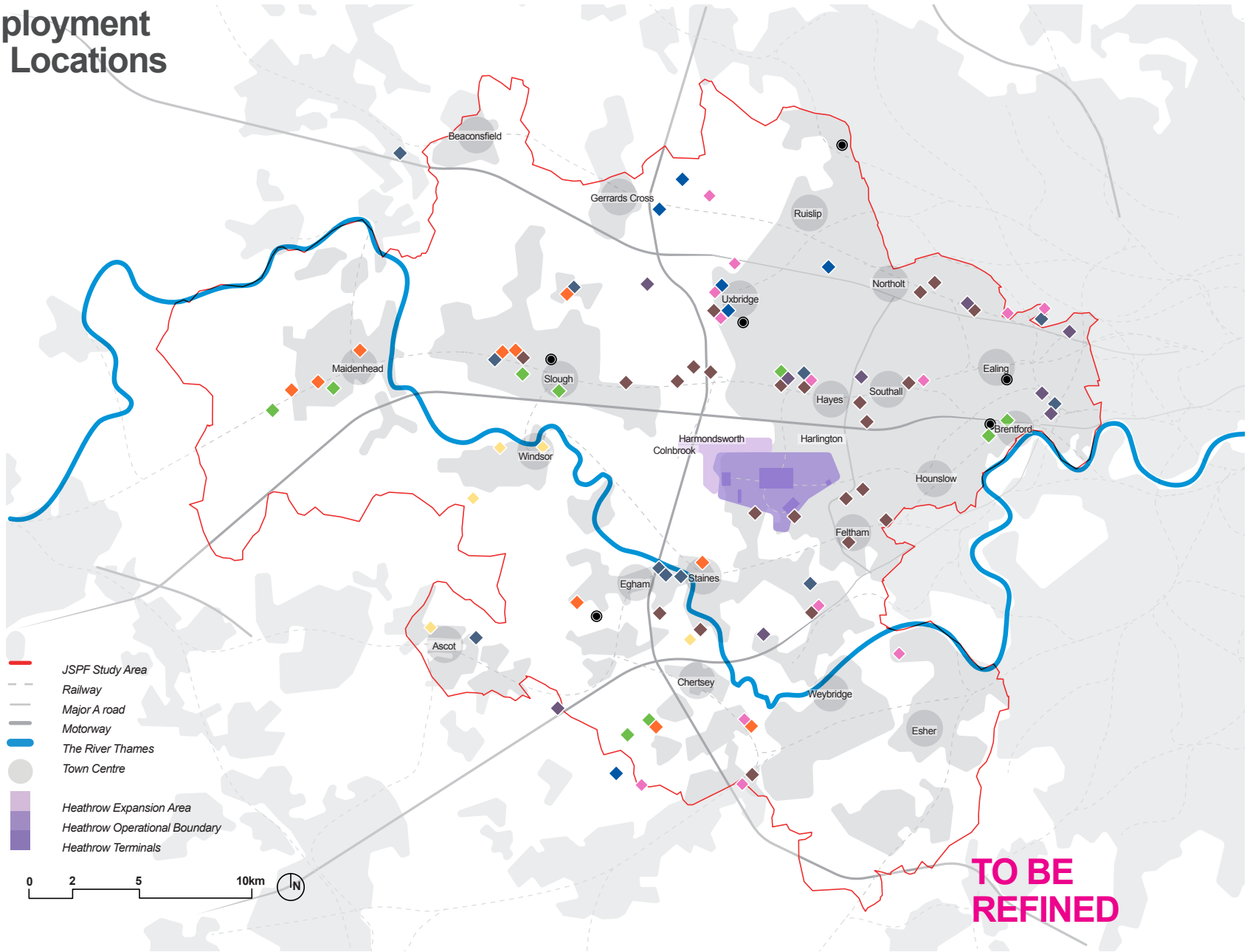


FIGURE 3.1: EXISTING EMPLOYMENT CLUSTERS

3.2 Forecast Employment Growth

Approach to modelling employment growth

The JEBIS summarises employment growth that is projected from 2018 to 2041. This includes ‘background’ or ‘baseline’ growth and ‘additional’ growth forecast to arise from expansion at Heathrow Airport. Data is based on a variety of sources including a macro economic model prepared by Oxford Economics, forecasts of land and floorspace requirements commissioned by HAL and other local authority commissioned land forecasts.

The Oxford Economic model is ‘trend based’ and therefore extrapolates forward existing relationships. It therefore does not take account of planned and proposed strategic infrastructure projects within the sub-region or the associated growth that such infrastructure could unlock. It is possible that additional transport infrastructure planned (including the opening of the Elizabeth Line and HS2 station at Old Oak Common) and proposed (for example, Western Rail Link to Heathrow) for the sub-region could provide a further significant boost to the sub-regional economy with resultant additional jobs (and homes). Given that the JSPF looks to 2050, it is therefore prudent to view the employment need figures presented in the following sub-sections with caution.

Beyond this, there are certain employment categories that are more footloose in nature, which are defined as either ‘Indirect’ (requiring locations within close proximity to the airport) or ‘catalytic’, which potentially could be located a significant distance from Heathrow but are nonetheless attracted by the international access that the airport offers. These include:

- 15,000 jobs associated with HQ offices;
- 6,700 jobs associated with logistics;
- 3,500 jobs associated with small offices and small-scale industrial premises.

The provision of these employment facilities will in turn generate additional ‘Induced’ jobs in relation to retail and local services, for example within nearby town centres.

Taken together, a combined total of some **XXX,000** new jobs is therefore forecast for the sub-region by 2041. There is the potential for many of these jobs to be high skilled and high value.

Projected Land Requirements

In relation to background or baseline growth requirements, HSPG local planning authorities are at various stages of preparing their local plans to ensure that both residential and employment needs are positively planned for. These local plans therefore make land and/or floorspace provision for some of the additional job growth identified in the JEBIS forecasts.

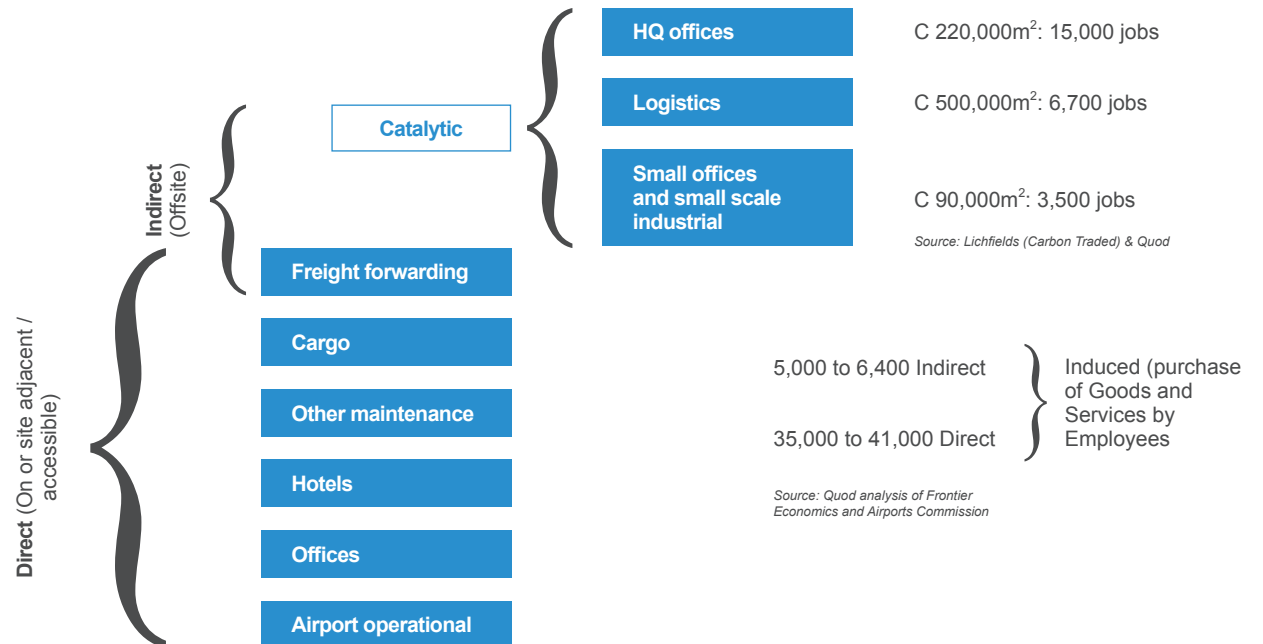
Further work may be undertaken by HSPG members (either collectively or individually) to understand the extent to which background employment growth is reflected and accommodated within adopted and/or emerging local plans.

With regards to employment growth anticipated from expansion of Heathrow Airport, JEBIS translates the projected jobs arising from expansion-related growth into gross external floorspace area (GEA) requirements using background studies produced for HAL to determine land use efficiency/conversation rates. Tables 3.2 a-c indicates the scale

Projected Employment Growth

The JEBIS 2018 forecasts¹ expect employment growth trends to continue with a further ‘baseline’ growth of **XX,XXX** jobs over the period 2017 to 2041 and an additional 48,175 jobs generated as a result of expansion at Heathrow Airport (as summarised in Table 3.1), which are broken down by:

- 35,000-41,000 jobs in airport-related uses. These are categorised as ‘Direct’ in needing to be located either on the airport, relating to cargo, aircraft maintenance, hotels, airport-related offices and other operational functions; and
- 5,000-6,400 jobs in the same land use categories that could be accommodated in ‘Indirect’ locations in the immediate vicinity of the airport. These include freight forwarding, hotels and other airport-related functions that can operate effectively beyond the security perimeter.



INDICATIVE SECTORAL EMPLOYMENT FLOORSPACE BREAKDOWN FROM JEBIS (2018)

ASD – Industry and Warehousing Schedule

Land use	ELFS identified demand (sqm GEA)	Total Supply accommodated in Draft Preferred Masterplan (sqm GEA)	Residual (sqm GEA)	Proportion of demand accommodated in Draft Preferred Masterplan
Freight Forwarding	289,205 sqm	85,106 sqm	204,099 sqm	29%
Other Airport Related Logistics	381,803 sqm	0 sqm	381,803 sqm	0%
Maintenance (non-MRO)	27,971 sqm	0 sqm	27,971 sqm	0%
Manufacturing	52,029 sqm	0 sqm	52,029 sqm	0%
Displaced Industry & Warehousing	c.136,000 sqm <small>[Figures adjusted according to masterplan scheme. Work in progress subject to refinement as property data becomes available]</small>	c.63,000 sqm	c.73,000 sqm [tbc]	46% [tbc]
TOTAL	887,008 sqm	148,106 sqm		

Source: HSPG Land Use Workshop, April 2019. Assumptions Likely to be Updated for DCO

ASD – Offices Schedule

Land use	ELFS identified demand (sqm GEA)	Total Supply accommodated in Draft Preferred Masterplan (sqm GEA)	Residual (sqm GEA)	Proportion of demand accommodated in Draft Preferred Masterplan
Office – Supply chain	289,205 sqm ¹	0 sqm	46,282 sqm	0%
Office – Small scale local	381,803 sqm	0 sqm	38,640 sqm	0%
Office – Large scale international	27,971 sqm	0 sqm	228,666 sqm	0%
Displaced Offices	c.93,000 sqm <small>[Figures adjusted according to masterplan scheme. Work in progress subject to refinement as property data becomes available]</small>	20,513 sqm	72,487 sqm	22%
TOTAL	406,588 sqm	20,513 sqm		

*1 – Total ELFS demand of 78,540 sqm reduced to 46,282 sqm once British Airways Waterside office is excluded from the baseline calculation.
Source: HSPG Land Use Workshop, April 2019. Assumptions Likely to be Updated for DCO

ASD – Hotels Schedule

Land use	ELFS identified demand (sqm GEA)	Total Supply accommodated in Draft Preferred Masterplan (sqm GEA)	Residual (sqm GEA)	Proportion of demand accommodated in Draft Preferred Masterplan
Hotel – Terminal/Bus linked	7,645 rooms	5,954 rooms	1,691 rooms	78%
Hotel - Wider	580 rooms	0 rooms	580 rooms	0%
Displaced Hotels	1,446 rooms	1,446 rooms	0 rooms	100%
TOTAL	9,671 rooms	7,400 rooms	2,271 rooms	

TO BE REFINED

TABLE 3.3: SUMMARY OF AIRPORT RELATED DEVELOPMENT GROSS EXTERNAL AREA DEMANDS AND PROPORTION ACCOMMODATED IN THE HAL DRAFT PREFERRED MASTERPLAN

of floorspace required for industry and warehousing, office and hotel for the direct/indirect requirements identified in Table 3.1.

HAL's Illustrative Preferred Masterplan (see Figure 1.1) makes some provision for these land uses. It provides an indication of the type of land uses that will be accommodated but not the scale of site or resulting floorspace. Despite this, HAL expects the market to deliver the residual growth triggered as a result of airport expansion on sites outside of its DCO application boundary.

It is therefore not fully clear the scale, type and phasing of development that local plans is expected to facilitate and that the market is expected to deliver. HSPG has requested further detail on this matter. In the absence of this more detailed information, HSPG has used some preliminary data provided by HAL in April 2019, which it understands will be updated prior to submission of the DCO application, to:

- Understand the quantum and type of floorspace that is proposed for inclusion within the DCO application boundary; and
- Determine the quantum and type of floorspace that HAL expects local plans to facilitate and the market to deliver.

This understanding is summarised in Tables 3.2 a-c.

Outcome 1

Well planned employment growth that optimises existing employment land and new sites

The JSPF seeks to maximise employment growth that can be accommodated within the sub-region through making the most efficient use of existing employment locations (through intensification) and supporting the regeneration or revitalisation of priority locations. This reflects that outside of the built-up areas, the sub-region is subject to various policy and environmental designations including Green Belt and Metropolitan Open Land, flood risk, Areas of Outstanding Natural Beauty and Natura 2000 sites, which combine to constrain the amount of land available for development. It is therefore important that the development potential of brownfield land is optimised to minimise the quantum of ‘new’ land required.

Principle

Prioritise town centres for regeneration to accommodate baseline and expansion related growth

36 The sub-region is an attractive business location, illustrated by the presence of headquarters and leading technology and professional service companies. These sectors demand high quality office space in attractive environments and accessible locations. Recent trends (across the UK) suggest that some companies are looking to be based in town centre locations (as opposed to out of town business parks) that benefit from a range of amenities, enabling more effective knowledge sharing and to compete for and retain the best talent. A similar trend is apparent for some types of hotels too.

It is important that the sub-region continues to make available attractive locations for existing and future companies for both office and hotel accommodation for background and expansion related growth. Such uses should be complemented with a range of other employment uses and residential development to create vibrant places for people to live, work and socialise. Figure 3.2 identifies strategic growth locations within town centres, regeneration areas and development opportunities where such growth should be focussed – both making best use of brownfield land and improving quality of life for local communities.

The ‘health’ of town centres across the sub-region varies. Research shows that the strongest performing town centres are the most productive parts of the UK economy. They host more productive and higher paying jobs than other areas of UK cities and support the ‘health’ of centres by increasing footfall and associated induced expenditure for retail, leisure, community and other town centre uses. Whilst it is important to support the vitality of all town centres, data collected by

the member authorities suggests there are particular opportunities for the regeneration/revitalisation within the priority town centres identified in Figure 3.2 and Table 3.3.

- Slough – support delivery of the Town Centre Partnership’s vision to position the town centre as a strategic business location well connected to and local destination for shopping and leisure.
- Staines – deliver a vibrant, thriving, mixed use town centre with more independent retailers and which responds to the changes in shopping habits.
- Maidenhead – support the vitality and viability of the town centre including celebrating its green Thames Valley setting, providing a mix of uses and creating a distinctive, high quality environment.
- Brentford – maximise the centre’s vitality and viability by celebrating the town’s heritage and waterside location, improving the mix of leisure, entertainment and cultural uses and improving the quality of the public realm.
- Southall – regenerate the centre with mixed-tenure homes and community facilities, celebrating its identity as an ‘Asian Gateway’, focus development around the station and continue to build out the Southall Gas Works site (including major retail development).
- Hounslow – support its status of one of London’s Metropolitan Centres, promoting redevelopment of key sites, such as the High Street Quarter, as a focus for retail, leisure, culture and entertainment, encouraging residential development and improving the public realm and access linkages to surrounding areas.
- Hayes – the Hayes and West Drayton corridor will be a key location for employment growth in the Heathrow Opportunity Area, particularly around Hayes town centre where the station will be modernised as a public transport interchange.
- Feltham – strengthen and transform the district centre into a thriving place that will act as a strong focal point for the community providing a wider range of shops, cafes, bars and restaurants and a strong evening economy.
- Uxbridge – support its status as a London Metropolitan Centre by promoting Uxbridge as a key location for hotel and office growth, supported by a range of other uses and improved transport interchange.

For Hayes, Southall, Hounslow and Feltham the focus on revitalisation will support their Housing Zone status.

Local planning authorities should consider the following actions in the preparation and implementation of their local plans to intensify existing (and new) industrial locations:

- Assess the strategic growth locations identified in Figure 4.2 through the review and update of local plans. This could include working with the respective site owners to optimise the development potential for each site.
- Undertake further work to determine the viability (including market appetite) to deliver new building typologies and what interventions would be required to enable the market to deliver. This could include using public sector land or funding (from LEPs?) to help bring forward pilots of innovation.
- Consider conversion of out of town retail and office locations to industrial locations where they are no longer attractive to the market.
- Engage with Mayor of London on the forthcoming review of London Plan regarding the approach to industrial land requirements.

Town centre	New hotels	Office growth	Other employment uses
PRIORITY TOWN CENTRES			
Slough	✓	✓	✓
Staines	✓	✓	✓
Maidenhead	✓	✓	✓
Brentford	✓	✓	✓
Southall	✓		✓
Hounslow	✓	✓	✓
Hayes	✓	✓	✓
OTHER TOWN CENTRES			
Uxbridge		✓	✓
Feltham			

TABLE 3.1: MIX OF USES BY PRIORITY TOWN CENTRE

- Strategic Growth Locations:**
- Area appropriate for new or intensified office or hotel development
 - Area of search for new or intensified industrial development
 - Area of search for new or intensified office, hotel and industrial development

- 1 North Uxbridge
- 2 Northolt and Greenford
- 3 Uxbridge Industrial Estate
- 4 Perivale Industrial Park
- 5 Old Oak Common and Park Royal
- 6 Uxbridge Town Centre
- 7 Maidenhead Town Centre
- 8 Slough Trading Estate
- 9 Maidenhead Triangle Site
- 10 Slough Town Centre
- 11 Hayes Industrial Area
- 12 Stockley Park
- 13 Southall
- 14 Poyle Trading Estate
- 15 Airport Business Park
- 16 Great West Corridor West
- 17 Great West Corridor Central
- 18 Great West Corridor East
- 19 Heathrow Gateway
- 20 Feltham Town Centre
- 21 Staines Town Centre

● Priority Town Centres

■ Existing Employment Sites

— HS2

— Elizabeth Line

— South West Mainline Capacity

— Improvements

— Western Rail Link

— Southern Rail Access Options

— West London Orbital Rail (WLOR)

○ WLOR Potential Overground Stations

○ WLOR Proposed Station

● WLOR Existing Overground Stations

— JSPF Study Area

— Railway

— Major A road

— Motorway

— The River Thames

● Other Town Centre

— Heathrow Expansion Area

— Heathrow Operational Boundary

— Heathrow Terminals

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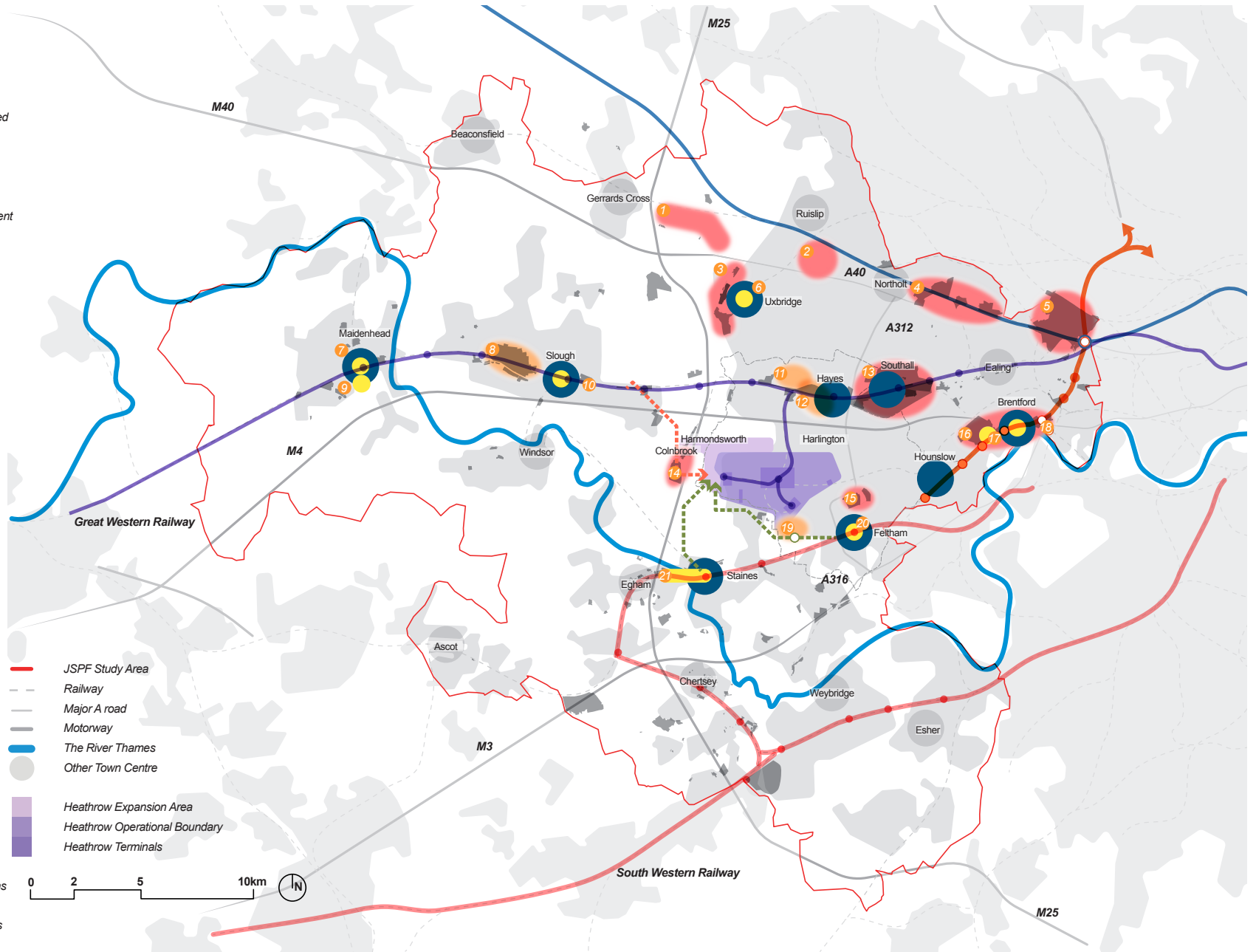


FIGURE 3.2: STRATEGIC GROWTH LOCATIONS AND KEY PUBLIC TRANSPORT SCHEMES

Principle

Intensify existing industrial locations

In addition to the growth that could be accommodated within town centres, regeneration areas and development opportunities, there will continue to be a requirement for larger scale industrial uses. The scale of this demand increases, particularly for freight and logistics uses, should expansion of Heathrow Airport proceed.

Figure 3.2 identifies a range of strategic growth locations for intensified, expanded and/or new industrial employment provision. Some of these strategic growth locations provide opportunities to deliver new employment floorspace in the short to medium term [e.g. to be added following receipt of data from LPAs], whilst others represent longer terms options which will depend on the renewal of existing stock – this includes the intensification of existing industrial estates at [e.g. to be added following receipt of data from LPAs].

38 HSPG members will also continue to consider the changing market requirements regarding out of town office and retail centres and the potential for such sites to represent appropriate locations for additional freight and logistics capacity.

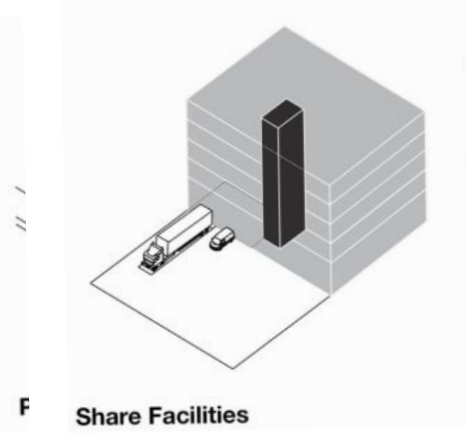
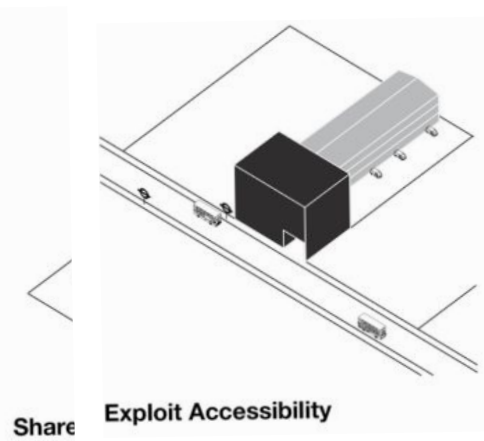
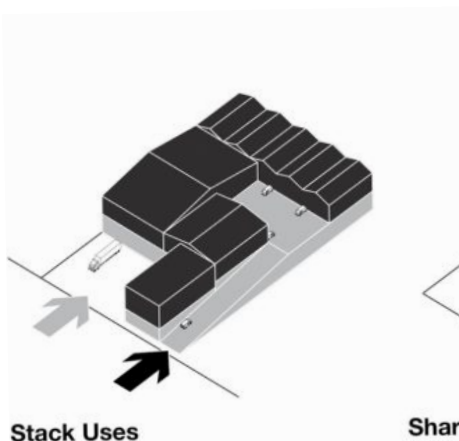
In order to achieve intensification of existing employment sites, HSPG members have identified a range of measures which it believes can contribute to achieving this outcome. Such measures should also be applied to any new employment land which is brought forward. These include:

- Promoting more efficient, higher density building forms, incorporating the use of mezzanines, multi-storey and multi-level logistics space.
- Co-locating different development types, such as compatible residential and light industrial workspaces to create efficient hybrid mixed-use formats.
- Incorporating logistics or warehouse space within subterranean spaces as part of mineral restoration projects.

HSPG members recognise that for some of these measures there may be market barriers to delivery in some locations. The local planning authorities are committed to working with industry to overcome them.

Local planning authorities should consider the following actions in the preparation and implementation of their local plans to intensify existing (and new) industrial locations:

- Assess the strategic growth locations identified in Figure 4.2 through the review and update of local plans. This could include working with the respective site owners to optimise the development potential for each site.
- Undertake further work to determine the viability (including market appetite) to deliver new building typologies and what interventions would be required to enable the market to deliver. This could include using public sector land or funding (from LEPs?) to help bring forward pilots of innovation.
- Consider conversion of out of town retail and office locations to industrial locations where they are no longer attractive to the market.
- Engage with Mayor of London on the forthcoming review of London Plan regarding the approach to industrial land requirements.



TO BE ALIGNED WITH CASE STUDIES TO SHOW HOW LAND USE CAN BE OPTIMISED

Case Studies

Stacked logistics (multi-storey): The X2 site in Heathrow (2010) is the only stacked urban logistics site in the UK, a 2 storey ramped facility with full lorry access developed by Brixton. Gazeley's proposed G Park facility in East London Silvertown (13,000 sqm or 140,000 sqft per floor on 3 floors) is expected to be the first providing HGV access to each floor via a ramp. This would be the first development within the M25 of its kind.

Stacked logistics (multi-level): The Generator proposed at Northfields (Brent) by St George on the former SEGRO site will be a 6 level light industrial of 16,700 sqm (180,000 sqft) with units ranging from 630 sq ft to 30,000 sq ft (58 sqm-2,785 sqm) with parking at ground / first and with two large and three medium sized service lifts.



FIGURE 3.3: PROMOTING INNOVATIVE SOLUTIONS THAT MAXIMISE LAND USE EFFICIENCY

Principle

Sustainable approach is adopted to accommodating direct and indirect airport related growth arising from expansion of Heathrow Airport

As indicated in Tables 3.2 a-c, there is significant amount of direct and indirect airport related growth which HAL is not proposing to accommodate with the DCO application boundary. HSPG members have undertaken some preliminary analysis to determine the extent to which this residual growth requirement can be sustainably accommodated elsewhere in the sub-region and if so, where.

[Add text on whether sufficient capacity to meet background and expansion related growth following receipt of information from LPAs]

The preliminary analysis indicates that sufficient land cannot be identified within the sub-region without potential impacts on policy and environmental designations. HSPG members do not consider that the significant release of Green Belt and/or impact on environmental designations represents an acceptable ‘ask’ of HAL to the local authorities. This is particularly the case given the rationale for the proposed mix of uses to be provided within the DCO application boundary has not been clearly articulated and therefore justified.

In addition, HSPG members consider that in order to effectively support HAL in the expansion of Heathrow Airport some industrial locations with the sub-region should be specifically designated and protected for aviation related uses only (and permission for non-aviation related uses should not be granted). From the work undertaken to-date this is limited to Poyle Trading Estate. However, there may be other sites identified in the future.

PRIORITY ACTION 1.1

Implement a sustainable strategy to accommodate residual growth requirements arising from expansion at Heathrow Airport.

What			
Ensure a sustainable strategy is developed and implemented to accommodate direct and indirect airport related growth arising from expansion of Heathrow Airport.			
Why			
To ensure the most sustainable approach to accommodating background and expansion related growth is delivered, which maximises the legacy benefits to communities within the HSPG area.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> Collate further evidence to better understand the ability of the sub-region to accommodate background and expansion related employment growth – this should cover office, hotel and industrial related uses. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> Provide clarity on residual growth requirements, which HAL expects the market to deliver in terms of the scale (quantum), type and phasing of development. Provide justification for the balance of uses proposed within DCO application boundary including reconsidering: <ul style="list-style-type: none"> - The inclusion of more industrial land within the DCO application boundary with fewer hotels that are instead delivered within town centres; and - Expanding the DCO application boundary to account for the residual industrial growth requirements which the local authorities do not consider can be accommodated in the wider area. Demonstrate that the proposals for any ASD within the DCO application boundary optimise the development potential for each parcel of land having regard to the measures identified by HSPG members. Ensure that proposals with the DCO application for Poyle Trading Estate are limited to aviation related uses only, maximising the proximity benefits of the site to the airport. HAL should work with Poyle Trading Estate owners to investigate the potential for the site to be developed as a world class location for aviation uses which is a demonstrator for new industrial building typologies. Identify leading businesses for demonstrator projects/proof of concept for new employment typologies, which form part of the wider airport related supply chain. HAL should consider the provision of seed funding and/or other support to enable industry change. 		
Who			
HSPG local authorities, HAL and its supply chain			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> HAL to address the actions identified relating to the content of the DCO application. HSPG members to collate further evidence on employment growth in advance of the submission of the DCO application. 	<ul style="list-style-type: none"> HAL to work with its supply chain to deliver demonstrator projects for new building typologies. 		

Principle

Ensure future provision of a range of employment premises, which meet the needs of different sectors and businesses

HSPG members are committed to ensuring that everyone benefits from the increased prosperity of the sub-region and that the expansion of Heathrow Airport provides an inclusive legacy for all. However, it is recognised that improved prosperity in the region does not mean that individuals and businesses will benefit equally. Steps must be taken to ensure that this is the case.

Supporting SMEs

Parts of the sub-region have seen recent growth in clusters of small and medium enterprises (SMEs). To ensure that business have the type of premises need to support the continued growth of their businesses, a range of workspaces and unit sizes needs to be provided. This includes offering start-up incubators space, space for co-working and ‘grow-on’ space for accelerators.

The Economic Development Vision and Action Plan includes a series of actions to address the different accommodation needs of SMEs including how the planning system can support this. This includes creating an affordable workspace strategy, which could define what types of spaces are needed and where, what business support is required and how such workspace can be secured through the planning system. This could include, for example, local planning authorities incorporating policies on affordable workspace (including how much to provided) in their local plans and/or securing on or off-site provision of affordable workspace through Section 106 agreements.

Include case study on the Trampery at Peabody's fish island development?

Displacement Arising from Expansion at Heathrow Airport

HAL has identified that the emerging proposals for expansion will result in the direct displacement of a number of existing businesses. Whilst the consultation material produced by HAL indicates that some work has been undertaken to identify replacement sites for these businesses, HSPG has seen limited information on the rationale/site selection criteria for the proposed re-location sites and how alternative consenting routes will align with the construction programme for expansion. It is also unclear how cumulative impacts arising from these additional works and those contained within the DCO application have been taken into account as part of the Environmental Impact Assessment.

A more joined up approach is required between the separate consenting regimes and the DCO application process to ensure consistency between the masterplan proposals and displaced uses.

HSPG members remain concerned that expansion at Heathrow Airport will increase demand for employment space across the sub-region, particularly if land and premises cannot be found to meet the residual growth requirement. It is important that sites for non-aviation related sectors and other local services and makers and protected, so that they are not ‘squeezed out’.

Whilst many existing employment locations are protected through local plans, local planning authorities will consider whether they can do more to protect sites from being lost to aviation related uses. This includes strengthening policies regarding change of use away from employment and town centre related uses and, where appropriate, introducing Article 4 Directions to restrict change of use.

PRIORITY ACTION 1.2			
Develop a strategy for employment-related uses displaced by expansion of Heathrow Airport.			
What			
HAL to work with HSPG members and impacted landowners to develop a strategy for the re-provision of displaced employment uses.			
Why			
To ensure that proper consideration is given to the impact of displaced land uses arising from expansion proposals.			
How			
Actions for HSPG members and partners			
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> Develop a strategy with associated actions/next steps for those employment uses identified for displacement by expansion at Heathrow Airport setting out how the DCO application and other consenting routes are being co-ordinated and how environmental impacts will be taken into account. 		
Who			
HAL			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> HAL to develop and agree with HSPG members and landowners a strategy for displaced employment uses in advance of submission of DCO application 	<ul style="list-style-type: none"> HAL, with landowners, to implement the agreed strategy. 		

Outcome 2

Infrastructure investment that unlocks growth locations

Principle

Maximise the potential of places through infrastructure investment

To improve the viability of building workspaces (and homes); unlock the full development potential of the strategic growth locations; and better connect parts of the sub-region to spread the benefits of sustainable growth, much improved public transport provision is required. This is further explored in Chapter 4.

Outcome 3

A skilled labour force that has equal access to employment opportunities within the sub-region

Principle

42 Utilise the planning system to deliver skills and training programmes

The Economic Development Vision and Action Plan presents a detailed analysis of the current workforce, its skill levels and some of the challenges, opportunities and threats facing the sub-region. Key findings from this work indicate that:

- The sub-region is home to a relatively high-skilled population who are in-work. The employment rate across the region is 79%, which is broadly similar compared to London and England.
- The average number of people with an NVQ4+ is 55% making the area more highly skilled than England and the South East. This provides a sound foundation for further employment growth, particularly in high value sectors. However, many people experience 'under-employment', where they have skills that may mean they are qualified for a 'better' job.
- There are challenges coordinating supply and demand in the labour market. Most businesses claim their 'hard to fill vacancies' are largely either the result of not being able to attract talent with the right skills or not enough applications. Across the area, businesses face different challenges for filling vacancies. In the local authorities of Royal Borough of Windsor and Maidenhead and the London Boroughs of Ealing and Hounslow the challenge relates to filling their high-skilled jobs, whereas middle-skilled jobs are harder to fill in the London Boroughs of Hillingdon and Hounslow. For all other local authority areas, service-intensive jobs face the biggest challenge.

- With investment in the right skills development and employment support programmes, people can access new jobs in the sub-region. Headquarters and other businesses could attract new workers who bring the knowledge and networks they developed elsewhere.
- HAL can act as a leader in the sub-region, working with local government programmes and their already well-established Heathrow Academy to help those facing barriers to employment to get into work. Employment support, skills and training programmes, and breaking down the barriers to progression at Heathrow Airport can all be tested among their large labour pool to consider how the successful programmes could be further developed across the sub-region.
- In order to help address areas of deprivation, targeted interventions, which include skills and training programmes should be deployed.

The planning system can have a role in the delivery of different skills and training programmes related to both expansion of Heathrow Airport and across the wider sub-region to enable all communities to access opportunities. It can also support public transport enhancements (see Outcomes 2, 5 and 6) to improve accessibility of jobs and training opportunities across the sub-region. Further details, including further actions relating to skills and training programmes, are contained in the Economic Development Vision and Action Plan.

PRIORITY ACTION 3.1

Implement skills and training programmes to enable local communities to access employment opportunities

What

HSPG working with HAL and other partners will maximise the opportunities available to residents within the sub-region to access skills and training programmes

Why

To ensure that all communities benefit from the range of employment opportunities available within the sub-region and to support the continued economic performance of the sub-region.

How

Actions for HSPG members and partners	<ul style="list-style-type: none"> Local planning authorities to secure funding for skills escalator programmes and other skills and training programmes through Section 106 agreements on major developments.
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> HAL to establish a strategy for engagement with HSPG members to develop the detail of the of the Economic Development Strategy prior to the submission of the DCO application including its strategy construction workers. All targets and commitments made by HAL should be secured as requirements in the DCO. HAL should ensure that its offer around apprenticeships goes beyond roles in the construction sector to maximise the opportunities provided to young people in the sub-region. Such a commitment should be secured through the DCO.

Who

Local planning authorities, HAL

When

Quick wins	Now	New	Next
<ul style="list-style-type: none"> HAL to address the actions identified for it prior to the submission of the DCO application. 	<ul style="list-style-type: none"> Local planning authorities to ensure they are considering skills obligations and/or contributions as part of negotiating Section 106 agreements. HAL to implement commitments in the Economic Development Strategy. 		





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Connectivity as an Enabler of Growth and Innovation

46

Vision

Our vision is to create a reliable, resilient, integrated and safe transport network focused on sustainable travel modes that supports growth and sustainable development, including the efficient movement of expanded freight both within and across the sub-region. This includes integration of the new Heathrow Airport surface access hub into the surrounding network of places to enable and deliver growth for the benefit of all. We will also boost digital connectivity for our communities and businesses and lead in the application of new technologies.

Overview

Given the importance of transport as an enabler of sustainable economic growth, a key thrust of the JSPF is to maximise the benefits that can be achieved from both current and planned transport infrastructure assets, facilities and networks. A key aim is to create much better-connected communities, with a focus on increasing equitable access to jobs and enhancing the attractiveness and function of strategic development sites and locations.

Improving permeability and seamless connectivity between places and communities is integral to achieving best practice sustainable development. This will be achieved through improving walking and cycling networks, including addressing last mile connectivity, breaking down barriers to active travel and delivering efficient use of transport systems throughout the day for all users.

We are committed to establishing measures that focus on enabling modal shift to walking and cycling and use of public transport.

Planning effective interchanges between buses, rail and coaches is essential to this, and is key to achieving zero carbon emission targets. Heathrow Airport functions as a major surface access transport interchange to the west of London and the importance to orbital and north – south connectivity for non-aviation related journeys must be recognised.

Changes as to how and why people travel are taking place across the sub-region and beyond, with shifting long term travel demand, rising expectations around quality of space and user experience and the emergence of new technology solutions. The introduction of ride-share providers and on demand service offerings into the Mobility as a Service (MaaS) market has disrupted traditional operators and ways in which travel is undertaken. Increased take up of Automated, Connected, Electric and Shared (ACES) vehicles will alter demands for transport infrastructure in unprecedented ways. Understanding this disruption and planning for future change in the longer-term is key.

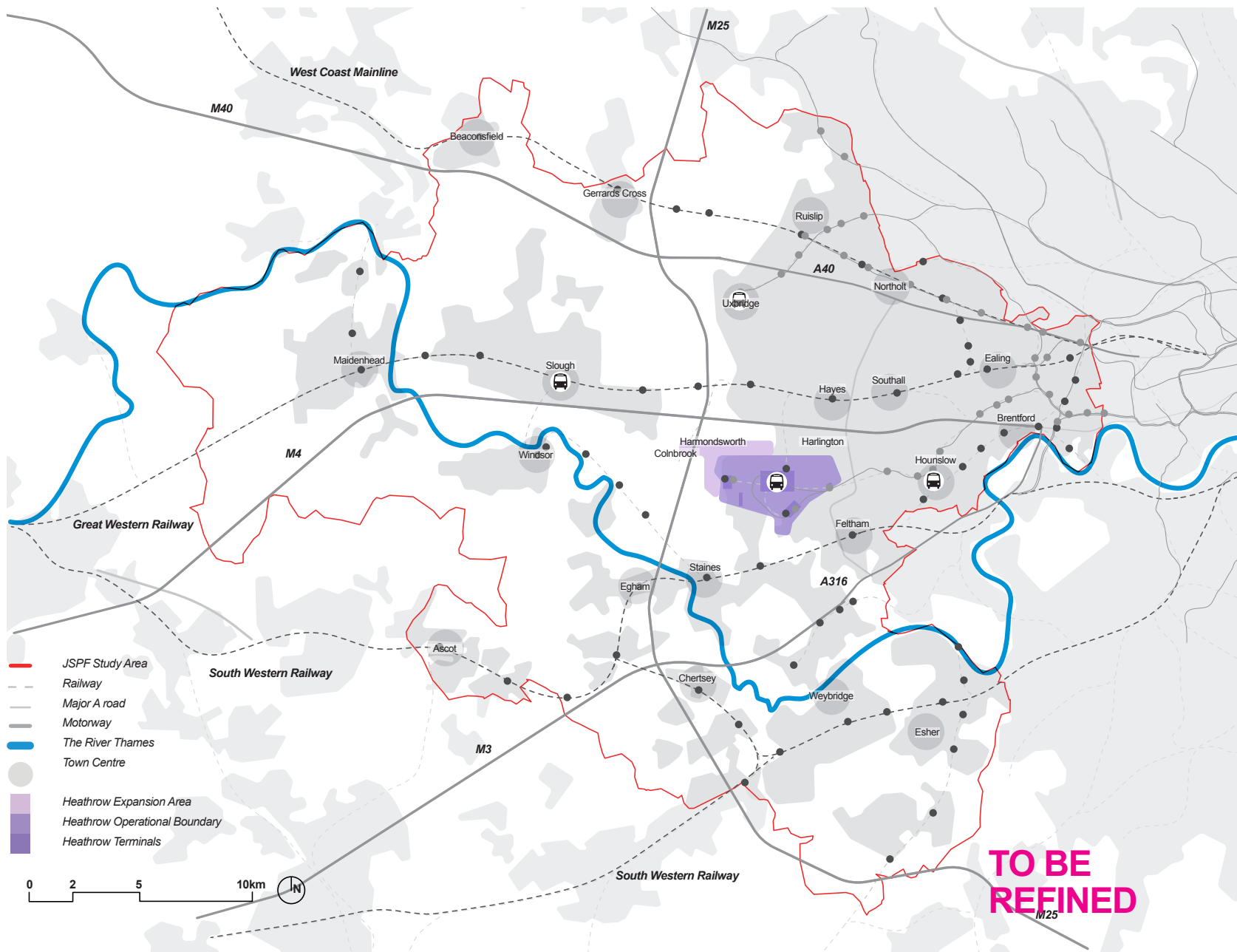


FIGURE 4.1: EXISTING STRATEGIC TRANSPORT NETWORK

Outcome 4

Transport infrastructure and facility that enables sustainable economic growth

Principle

Maximise the potential of major strategic transport infrastructure to catalyse growth

Planning is well progressed for a number of nationally and regionally significant rail projects which will directly impact the sub-region, including HS2, the Elizabeth line, Crossrail 2, Western Rail Link to Heathrow (WRLtH), Southern Rail Link to Heathrow (SRLtH) and the West London Orbital Rail (WLOR). These projects will provide frequent mass transport options with extensive connectivity to London and the rest of the UK. HSPG will continue to work to provide strong support to partners responsible for delivering this infrastructure, and work to ensure they not only open up markets and connectivity globally and nationally but also make positive contributions at the local scale.

HSPG supports the delivery of the following rail schemes (in addition to delivery of the Elizabeth line and HS2):

- Western Rail Link to Heathrow – HSPG believes there is a strong case for the scheme regardless even without the third runway at Heathrow Airport. It therefore supports Network Rail in bringing forward the Development Consent Order for the scheme and its delivery by 2024.

- West London Orbital Rail – the Strategic Outline Business Case identifies the positive contribution that the scheme would make to support growth opportunities. WLOR is estimated to support employment capacity 23,000 jobs, comprising 5,000 retail, 12,000 office and 6,000 industrial workers. The package of proposed measures would address existing public transport severance, increasing the ability of the economically active population around the stations to access key employment locations and deliver benefits to the wider transport system. HSPG supports Transport for London progressing the Outline Business Case for the scheme with a view to delivery by 2026.
- Southern Rail Link to Heathrow – HSPG considers this project will provide improved connectivity and accessibility to the wider sub-region and unlock specific growth locations in the south and south-east of the HSPG area. It will also enable denser development around Heathrow Airport (including office, hotel, industrial and residential), assisting the market in delivering the residual growth requirements associated with expansion and support increased journeys by public transport. Individual HSPG members support two possible route

options for SRLtH - via Bedfont and via Staines, with delivery supported by mid-2020s, to ensure this is functioning prior to the third runway is operational. The strategic growth locations associated with each option are identified in Figure 3.2.

HSPG considers that the need for all three of these rail schemes is essential. There is an urgent need for both WRLtH and SRLtH schemes regardless of third runway expansion. With expansion of the airport the case become even more acute. To enable HAL to meet the mode share targets set out in the Airports National Policy Statement, and connect airport-related land uses outside the DCO boundary to the airport, HSPG believes that it is of critical importance the delivery of the schemes is brought forward as early as possible.

In addition, to these three rail projects, there are a range of other strategic transport infrastructure projects in the planning pipeline that HSPG supports, as identified in the JEBIS.



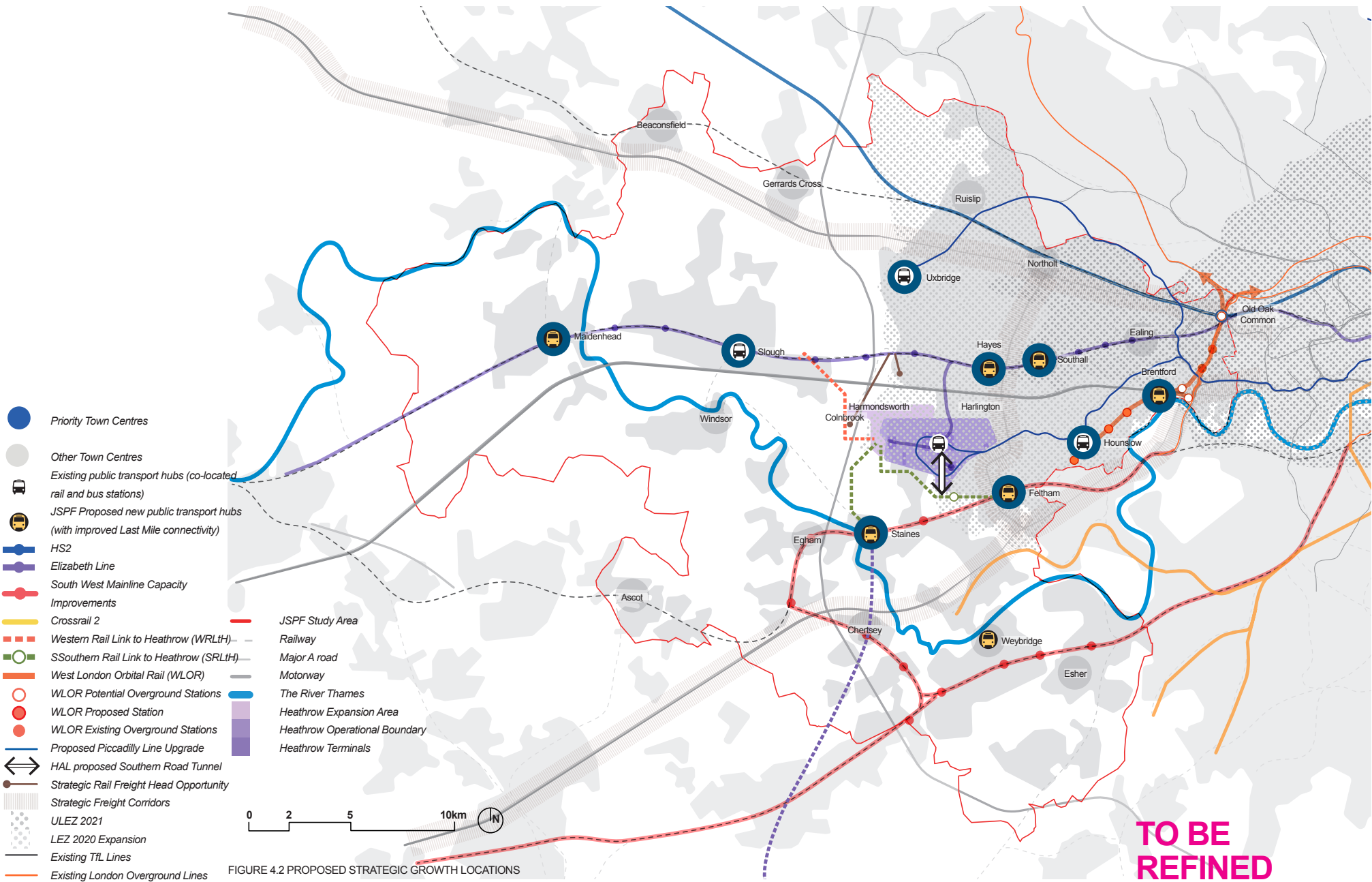


FIGURE 4.2: PROPOSED STRATEGIC TRANSPORT NETWORK

Principle

Improve Last Mile public transport connectivity and seamless interchange at transport hubs

The effectiveness of public transport will only be fully realised by ensuring that access to and from railway stations and bus stations or stops is as comfortable as possible and that interchange between different modes of travel is easy. Improving public transport patronage in turn supports further investments in service frequency, increased operating hours and improved facilities. Last mile connectivity must prioritise access by walking and cycling.

Equality of access to public transport for the area’s diverse communities is critical, and needs to be considered on a 24 hour basis given shift patterns and zero-hour workers at the airport. Poorly lit pedestrian routes to unsurveilled bus stops can be a major deterrent.

50 Through the JSPF, HSPG members will work with other transport stakeholders to achieve major improvements in the active travel network and improved connectivity with key activity centres and hubs.

PRIORITY ACTION 4.1			
Support delivery of rail infrastructure that unlocks employment and residential growth and enables mode shift to away from private vehicles to be achieved			
What			
HSPG will continue support the early delivery of WRLtH, WLOR and SRLtH subject to acceptable environmental impacts being satisfactorily mitigated. Station locations should be identified in relation to their ability to help deliver growth			
Why			
To provide improved connectivity and accessibility to the wider sub-region, unlock strategic growth locations across the sub-region and support modal shift. The proposed WRLtH and SRLtH provide essential rail access to Heathrow from the west and south, as well as opening-up north-south connections from areas such as Staines, Feltham, and across Surrey. HSPG supports the prioritised delivery of both schemes, which are crucial to providing local access to airport jobs and ensuring benefits of HEP are shared equitably across the sub-region.			
How			
Actions for HSPG members and partners		<ul style="list-style-type: none"> • Work collaboratively with government to support an evidence-based infrastructure investment programme. This will include identification of funding sources, if and when, gap funding is required. Funding sources could include the HAL proposed access charge, business rates growth. It could also include considering the introduction of a Strategic Infrastructure Levy on non-expansion related growth. HSPG members will collaborate on the identification of preferred rail alignments and station locations, and associated growth proposals. • Continue to lobby Network Rail to ensure that the design of WRLtH is compatible with all options being considered for SRLtH. • Safeguard routes in local plans once preferred alignments are confirmed 	
Actions for Heathrow Airport Ltd and partners		<ul style="list-style-type: none"> • HAL to re-consider the surface access proposals in light of the proposals for employment growth set out in this chapter, particularly in terms of ensuring effective public transport links to the identified town centres. Surface access proposals should also include a funding commitment for WRLtH and SRLtH in the forthcoming DCO application. 	
Who			
HSPG members, DfT, Network Rail, HAL, NIC			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • HAL to address to actions identified for it prior to the submission of the DCO application. • Establish regular meetings with DfT to maintain momentum on planning for WRLtH and SRLtH, and with TfL on WLOR 	<ul style="list-style-type: none"> • HSPG to review DCO application for WRLtH once it is submitted to the Planning Inspector and make representations as appropriate to the Examining Authority. • HSPG to work with DfT to determine the alignment for SRLtH that delivers the best outcomes for the sub region 	<ul style="list-style-type: none"> • Following the delivery of committed major transport infrastructure (including HS2 and the Elizabeth Line), HSPG to review the potential to align further growth areas in locations with high public transport connectivity 	<ul style="list-style-type: none"> • In subsequent iterations of the JSPF, investigate the need for additional transport infrastructure to support growth across the sub region and connections to wider growth corridors (for example connecting to an orbital public transport corridor that links Gatwick Airport across the M3, M4 corridors to the CaMKOx corridor

PRIORITY ACTION 4.2

Maximise Last Mile connectivity to new and existing public transport hubs and promote ease of interchange between rail and bus services

What

Across the sub-region Last Mile pedestrian and cycle connectivity to bus stops and rail stations will be a priority to increase public transport patronage. A range of measures will also be applied to ensure interchange between rail and bus services is as effective as possible. There will be a focus on:

- Priority town centres, including continued improvements to existing interchanges where rail and bus stations are already co-located (Slough, Hounslow)
- Locations where access between rail, bus and town centres is identified as poor (Weybridge, Staines, Feltham, Brentford, Southall and Maidenhead)
- Locations identified as regeneration centres where growth is expected to change the form and function of town and neighbourhood centres (Maidenhead, Slough, Staines, Hounslow, Brentford and Hayes).

Why

The quality of Last Mile infrastructure is critical to establishing active and public transport as the preferred modes of travel and ensure that public transport infrastructure investment generates the maximum benefits for residents and businesses. This will also assist in easing local congestion caused by vehicle trips and minimise demands for car parking.

To date the work completed by HAL has not sufficiently considered the active travel routes for the significant number of communities that live within a short distance to the airport. This should be rectified as part of the DCO process.

How

Actions for HSPG members and partners	<ul style="list-style-type: none"> • HSPG members will jointly review and agree on an appropriate assessment methodology for identifying priority interventions, together with funding and delivery responsibilities. This will draw insights from accessibility software tools, site visits and engagement with local stakeholders. This will be applied to each priority location. Gaps in local infrastructure such as missing pedestrian and cycle connections will inform a Last Mile access program of works and identify to interchange improvement opportunities.
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • HAL to identify the areas in which the highest density of airport workers live and undertake analysis of the quality of walkable catchments to public transport hubs. Use this analysis to determine where Last Mile connectivity and interchange improvements need to be undertaken in conjunction with partners. This will relate to local community connectivity with the airport and more broadly in relation to locations that are critical to support Airport Related Developments beyond the DCO boundary.

Who

HSPG, HAL, DfT, TfL, Bus Operators, Network Rail, Rail Operating Companies, Station management companies, Heathrow Area Transport Forum

When

Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Establish forum focused on Last Mile connectivity and interchange improvements • Agree funding approach and coordinated programme of assessments • HAL to undertake further work on Last Mile connectivity and interchange 	<ul style="list-style-type: none"> • Deliver intervention program and identify measures of success in relation to increasing walking and cycling trips 	<ul style="list-style-type: none"> • Monitor success and revisit JSPF to identify further locations for last mile connectivity interventions 	<ul style="list-style-type: none"> • Examine the potential to create hubs at existing public transport interchanges that not only function as centres for movement but form the heart of local sustainable community activity.

Outcome 5

A well-connected sub-region enabled through the delivery of a sustainable transport network that improves air quality and achieves mode shift

Effective transport networks provide people with comfortable and efficient connections to and from where they need to go – be this work, university, shops, parks or other leisure facilities. Without a comprehensive, coherent and reliable public and active transport network, users are more likely to favour less sustainable modes of transport, such as private vehicles. A strategic intention of the JSPF is to achieve substantial mode shift to help achieve zero carbon targets and improve air quality, whilst also delivering a better serviced and connected sub-region.

Principle

Establish improved active travel networks that connect people and places via high quality pedestrian and cycle routes

Active travel lies at the heart of sustainable movement. It is the cheapest, most reliable and lowest carbon form of transport. Placing walking and cycling at the heart of all decisions relating to the built environment delivers on numerous outcomes, including health, air quality and mobility. It can activate spaces, enhance safety and improve the overall wellbeing of a community.

Action 8.1 seeks to establish this network and the priority for walking and cycling is woven through many of the proposals contained within the JSPF. Improvements to the active travel network will be integrated with public transport network planning to enable easy modal interchange and reduce overall journey times. This includes focusing on improved public transport services, quality of travel information and the introduction of through-ticketing.

Principle

Improve the bus network across the region that achieves higher levels of service that better meet local needs

To enable a coordinated and reliable public transport network, HSPG will work with other partners to improve the overall bus network and promote improved bus corridors that provide multi-functional community benefits and enhanced connectivity for Heathrow workers and other airport users.

schemes regardless of third runway expansion. With expansion of the airport the case become even more acute. To enable HAL to meet the mode share targets set out in the Airports National Policy Statement, and connect airport-related land uses outside the DCO boundary to the airport, HSPG believes that it is of critical importance the delivery of the schemes is brought forward as early as possible.

In addition, to these three rail projects, there are a range of other strategic transport infrastructure projects in the planning pipeline that HSPG supports, as identified in the JEBIS.

PRIORITY ACTION 5.1

Develop a HSPG sub-regional wide bus network strategy based on more closely aligning service needs with land use planning and local needs

What

HSPG members will work with HAL and other transport stakeholders to coordinate and implement a bus strategy for the sub-region. This will complement other JSPF proposals by prioritising links to transport hubs at priority town centres and growth corridors and integrate with localised public transport or active travel interventions. The focus is to ensure that the benefits of growth are shared equitably, with deprived locations readily able to access jobs.

This strategy should build on work being undertaken by members and other groups as part of existing planning processes to focus on:

- the need to establish and apply a core set of principles on the basic requirements for a successful bus network across the sub region
- missing gaps in HAL’s proposed service enhancement in connecting local people to the airport (physical, temporal and quality of service)
- gaps in individual local authority bus strategies, particularly in relation to cross boundary services
- the reliability and accessibility of services in relation to main centres (Slough, Maidenhead, Staines, Hounslow, Ealing and Acton).
- service specifications for trunk, feeder and coverage bus networks, including route alignment, number and frequency of services, operating hours and fleet requirements and live passenger information.
- use of 2017 Buses Bill legislative changes to support the development of a more cohesive bus network for customers – for example in relation to providing enhanced quality partnerships or bus franchising
- the identification of infrastructure requirements that will help deliver improved bus journey times.

Why

The quality and nature of bus services varies greatly across the sub-region, with different governance arrangements between London and adjacent counties. Establishing a sub-region wide bus strategy that complements new rail infrastructure, strategic growth and regeneration objectives and plans for Heathrow’s expansion needs coordination. A more cohesive bus network for all customers is needed that delivers effective and equitable public transport connectivity and makes bus connections more attractive to local users for all trip purposes to a wide range of destinations.

How

Actions for HSPG members and partners	<ul style="list-style-type: none"> • Establish a joint working group, building on the work of the HSPG Transport Sub-group and drawing in other stakeholders. This will be a forum for collaborative planning for an improved sub-regional bus network and the measures needed to integrate this within plan-making and development management processes.
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • Identify clear funding commitments as part of the DCO to support the delivery of enhanced bus service provision not just to and from the airport but also to locations where airport supporting facilities or airport related development are proposed

Who

HAL, HSPG, HATF, TfL, Local Bus Operators

When

Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Establish a joint working group to identify the priority connections for bus route improvements • HAL to clearly articulate the level of funding commitments for new bus services prior to the DCO 	<ul style="list-style-type: none"> • Prepare a sub-regional bus network strategy and a coordinated programme of improvement works • Examine the role HAL and the sub region should play in creating a gateway to London for people using long distance coach services 	<ul style="list-style-type: none"> • Ensure the bus strategy is continually reviewed and updated to embrace demand responsive bus networks and technological innovations 	<ul style="list-style-type: none"> • Examine how bus networks can be integrated into streets that are dynamic and multidimensional space that facilitate a variety of different uses and activities • Plan for adaptable infrastructure to enable an aggregation of services and operations.



PRIORITY ACTION 5.2

Promote dedicated bus and coach priority as integral to all new north-south and east-west road infrastructure

What

HSPG supports the delivery of the following schemes to help deliver a step change in the level of priority given to buses across the sub-region:

- dedicated bus and coach lanes within the proposed Heathrow Airport Southern Road Tunnel
- a bus rapid transit system from the CTA to the A30 and beyond to Feltham
- dedicated bus lanes or bus rapid transit along the A40, A3044 and Southern Perimeter Road

Further work will be undertaken in collaboration with TfL, local bus operators and HATF to determine additional bus priority measures.

Why

These measures will put public transport modes at the heart of delivering equitable access across the sub region, promoting bus ridership and reducing severance created by Heathrow Airport and other transport infrastructure.

How

Actions for HSPG members and partners	<ul style="list-style-type: none"> • Promote the southern road access tunnel, proposed as part of HEP, to prioritise cycle and public transport modes. Investigate jointly with HAL alternative north-south and east west bus and cycle only corridors
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • Ensure bus priority is central to surface access proposals and are planned with regard to maximising benefits across the sub-region.

Who

HAL, HSPG, HATF, TfL

When

Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Seek agreement with HAL on the feasibility of prioritising the southern road tunnel for bus and cycle modes only prior to the DCO. • Investigate jointly with HAL alternative north-south bus and cycle only corridors as necessary 	<ul style="list-style-type: none"> • Individual members to work with TfL and bus operators to review the potential for dedicated bus lanes to support network improvements across the sub region 	<ul style="list-style-type: none"> • Following the delivery of committed major transport infrastructure (including HS2 and the Elizabeth Line), HSPG to review the potential to align further bus priority corridors to maximise the attractiveness of public transport for door to door travel 	<ul style="list-style-type: none"> • In subsequent iterations of the JSPF, investigate the need for additional transport infrastructure to support growth across the sub region and connections to wider growth corridors (for example connecting to an orbital public transport corridor that links Gatwick Airport across the M3, M4 corridors to the CamMKOx corridor

Principle

Lead in sustainable and innovative freight system networks

As identified in the JEBIS, a major increase in demand for logistics floorspace is envisaged over the coming years, particularly following airport expansion. A comprehensive freight strategy is needed that sets the pathway for a cleaner and safer freight system across the sub-region. It is crucial that all the implications of freight movements associated with Heathrow's expansion are considered within this wider context.



PRIORITY ACTION 5.3			
Undertake a joint sub-regional freight study and apply a 'freight as a system' approach			
What			
<p>HSPG members will work with other stakeholders to prepare a joint freight study to:</p> <ul style="list-style-type: none"> • understand how freight currently moves around the sub-region and the modal split at different stages of the logistics process • identify best practice examples of freight consolidation and levers to deliver more sustainable freight movement (such as dedicated vehicle lanes for freight platooning but only for electric vehicles) and consider their suitability for application • determine the future implications of the changes to the Ultra Low Emission Zone (ULEZ) on where freight and logistics movements should be located • identify the capacity and quality of existing freight facilities and inform feasibility studies related to potential new freight logistics locations to accommodate growing demand • examine the potential to increase rail freight in legacy once the third runway is operational to strengthen rail-based freight consolidation using existing infrastructure • investigate the feasibility of and potential locations for consolidated deliveries to a locker / central point (rather than to door) – for example at identified transport interchanges, in shopping centres or on a local high street • investigate readiness and delivery strategies for automation of First and Last Mile freight (for example adopting approaches such as that used by Magway). • Identify pilot projects, incentives or additional legislative mechanisms needed to enable the future freight system to achieve best practice aspirations, particularly in regard to sustainability. • Confirms how Heathrow's 			
Why			
A common approach is needed to plan for the major forecasted expansion in logistics floorspace to identify the most suitable locations for freight hubs with appropriate road and rail access. The aim is to significantly reduce freight movements on the local and strategic road network, assisting with congestion issues and reducing pollution.			
How			
Actions for HSPG members and partners		<ul style="list-style-type: none"> • Establish funding commitments from a range of organisations to undertake the joint freight study, informed by NIC and TfL best practice guidance. 	
Actions for Heathrow Airport Ltd and partners		<ul style="list-style-type: none"> • Provide funding support for the preparation of a joint freight study. • Apply a 'freight as a system' approach that takes full account of freight demands arising from Airport Related Development and contribute towards sub-regional freight planning aimed at meeting future requirements and promoting sustainable transport solutions 	
Who			
HSPG members, HAL, TfL, GLA, DfT, NIC, Freight Transport Association (FTA)			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Undertake joint freight study to better understand the needs of the sub region • HAL to investigate the longer-term opportunities to increase the capacity of Poyle, Northolt, Southall and other locations to deliver freight and logistics support to an expanded Heathrow Airport and the wider sub-region. 	<ul style="list-style-type: none"> • Implement a series of pilot projects to test readiness for freight systems automation and consolidation as well as sustainable movement option such as the use of cargo bikes for last mile freight deliveries • Support the Heathrow 2.0 Sustainability Strategy by rolling out low emission vehicle (LEV) infrastructure for freight and logistics and public transport in Heathrow and across the sub-region. • Work with Highways England, TfL and local authorities to pilot allowing LEV freight to use bus lanes on major routes around Heathrow 	<ul style="list-style-type: none"> • Revisit the JSPF actions in light of the findings of the freight study to reassess the potential for increasing sustainable freight movements and reducing dependency on road-based haulage • Develop a 'fast freight' programme via rail for more direct and dedicated freight rail access to Heathrow 	<ul style="list-style-type: none"> • Work with centres of research and innovation to align emerging opportunities for sustainable freight and logistics movement with longer term land use policy across the sub region

Outcome 6

Improved transport data and knowledge-sharing promotes sustainable travel behaviours

Transportation networks are becoming increasingly complex, with a large proportion of multi-modal journeys. User behaviours are also becoming much less predictable because of changes to working patterns and the introduction of alternative transport modes. Operational data for some parts of the transport network currently exists, but there are inconsistencies across the sub-region and limited information available regarding how users actually travel. Data on walking and cycling is severely underrepresented.

A joint concerted effort is required to take a more user-focused approach to transport planning based on a common approach to data gathering, knowledge sharing and communication.

Principle

Collect, share and use mobility data to better user-focused planning

To thoroughly understand how, why and where people travel as the basis for an informed planning strategy, there is a need to share data related to travel behaviours, pooling knowledge related to detailed characteristics of journeys over time.

PRIORITY ACTION 6.1			
Work collaboratively to share data and knowledge on travel behaviours to improve the consistency of information available			
What			
HSPG members will work with other partners to agree a joint approach to consistent data capture, providing the basis for decision making related to preferred sustainable travel initiatives and associated benefits. The top priority data sharing activities should relate to walking and cycling origins and destinations (particularly in relation to public transport interchanges, priority town centres, regeneration and areas and the Heathrow Interaction Area), bus service journey time delays, interchange activities and air quality.			
Why			
Currently the quality, consistency and level of information available to the public is limited and difficult to locate (with no centralised location). It is important that initiatives such as the sub-regional bus strategy are rooted in an understanding of where people actually want to travel to and from, and for what purpose. Detailed mobility datasets can enable: better design and operation of sustainable and reliable transport networks; prioritisation of change initiatives; and improved engagement with users. It will inform the deployment of resources into sustainable travel initiatives to maximise benefits and can be used to inform the business case for infrastructure investments.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> Develop a shared evidence base to help inform planning and investment. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> Collaborate with data consistency and knowledge-sharing initiatives. 		
Who			
HSPG, DfT, TfL, Network Rail, rail operating companies, bus companies, HATF			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> Establish data consistency and sharing protocols between partners. 	<ul style="list-style-type: none"> Use outcomes from shared evidence base to help respond to all development proposals across the sub region and promote walking and cycling as priority modes of travel 	<ul style="list-style-type: none"> Jointly investigate readiness and delivery strategies for Mobility as a Service (MaaS) and other systems across the sub-region, including agreeing on the level of local authority involvement 	<ul style="list-style-type: none"> Ensure HAL surface access proposals are future proofed to take into account MaaS, scaling up of car and bus electrification and emerging new automated vehicle technologies

Principle

Create communication strategies that influence positive travel behaviour

Public communication strategies are important in helping achieve a shift in travel behaviour from private vehicle travel and toward sustainable public and active transport alternatives. Consolidated packages of information regarding transport options available to local communities for them to carry out daily activities or tasks can be highly effective, as can the use of behavioural economics tools such as nudge theory to influence mode choices.



Introducing cycle-hire schemes to make cycling more visible as an alternative mode of transport.

Across London the Brompton cycle hire schemes allow flexibility to combine cycle trips with other modes of travel¹⁷

¹⁷ <https://www.bromptonbikehire.com/>

PRIORITY ACTION 6.2

Develop a standardised and coordinated communication strategy for public transport information

What			
Shared data platforms will be used to help inform the introduction of awareness campaigns about alternative travel modes to private vehicles. This could include provision of routing and timetabling information, engagement with local communities, personalised travel plans, and comparisons of active and public transport benefits against the shortcomings of private vehicle travel.			
Why			
A coordinated communication strategy will greatly assist in raising awareness of active and public transport options available to residents and workers within the sub-region. This could encourage a mode shift away from private vehicles, helping alleviate congestion hot spots as well as achieving overall transport mode share targets.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> HSPG members will provide a forum for a coordinated approach to transport-related communication (see HCC Intalink Project case study). 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> HAL, TfL and other transport stakeholders will be asked to collaborate with HSPG on a coordinated approach 		
Who			
HSPG, HAL, TfL, Network Rail, rail operating companies, bus companies, HATF			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> HSPG to establish a core set of communication templates and principles to define an acceptable level of information provision users. 	<ul style="list-style-type: none"> To establish appropriate communication initiatives to accompany pre-airport expansion transport service improvements. 	<ul style="list-style-type: none"> To establish appropriate communication initiatives to accompany post-airport expansion transport service improvements, including HS2 Old Oak interchange. 	<ul style="list-style-type: none"> Update communication initiatives to reflect further developments in social media and other communication platforms



In Western Australia, the Public Transport Authority launched a campaign to encourage people to cycle with adverts on all metropolitan trains

Outcome 7

Digitally connected people, businesses and places

Principle

Continue to invest in digital infrastructure to support business and improve access to online services for all residents

In general, the HSPG sub-region benefits from good digital connectivity, which is reflected by the presence of a range of sectors located in the area that are ‘data hungry’ such as film, media and related cultural and creative industries. Access to broadband faster than 10Mbps is more limited in rural areas with access to superfast broadband improving the closer areas are to London.

Over the longer term, HSPG members should ensure that the quality of its digital offer remains competitive by:

- Applying a coordinated approach to supporting broadband, mobile and wi-fi coverage and innovation; and
- Developing online skills to reduce inequalities across the sub-region and make it easier for people to get online remote access to public services from wherever they live or work.

PRIORITY ACTION 7.1			
Collaborate on digital infrastructure improvements throughout the sub-region			
What			
HSPG members will collaborate on the preparation of local digital strategies to ensure appropriate investment is made in digital infrastructure and services. This should include working with digital service providers to address ‘not spots’ of under-performance and could include considering how digital connectivity can be integrated into new or upgraded areas of public realm. HSPG will collaborate with HAL to maximise community benefits from digital infrastructure provision accompanying airport expansion proposals and airport-related development. The Economic Development Vision and Action Plan identifies a series of other complementary actions.			
Why			
Ensuring equitable high quality digital access across the sub-region is fundamental to economic development and liveability objectives.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> • HSPG members will provide a forum for a coordinated approach to the preparation of local digital strategies. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • HAL should explore the feasibility of laying ducts as part of the expansion proposals with spare capacity to future proof the wider network as and when new digital infrastructure is required. • HSPG will work with digital infrastructure providers to encourage coordinated planning and delivery. 		
Who			
HSPG, HAL, digital infrastructure providers			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • HSPG to pool digital strategies to establish current baseline position. 	<ul style="list-style-type: none"> • Integrate digital infrastructure within transport and other infrastructure projects delivered post-airport expansion. 	<ul style="list-style-type: none"> • Ensure airport-related digital networks are coordinated with wider network provision, as appropriate. 	<ul style="list-style-type: none"> • Ensure future-proofing of utility ducts to facilitate future expansion requirements.



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An attractive and sustainable environment

Vision

Our vision is to achieve best practice in integrated sustainable development, applying a step change in the way that measurable environmental targets are met. This will be achieved by implementing sub-regional green and blue infrastructure networks that connect people and places via high quality pedestrian and cycle links, and by coordinating infrastructure development planning – focussing on strategic sustainable energy, waste and water initiatives.

Overview

HSPG is pursuing a wide range of measures to conserve, improve and celebrate our environmental and heritage assets. This includes enhancing the green and blue infrastructure networks across the sub-region – joining-up high quality and publicly accessible open spaces for recreation, water management, biodiversity and active transport.

It is important that all major strategic infrastructure projects (whether transport, utility or waste-related) embody environmental and active transport improvements, and that these are planned to connect into wider sub-regional and national networks. This includes ensuring that the wide-ranging green and blue

infrastructure related to Heathrow's expansion, secured through the Development Consent Order, are coordinated closely with strategies to improve the Colne, Crane and Thames Valleys.

HSPG members are also pursuing a series of joint strategic measures related to sustainable resource management to minimise waste and focus on the sustainable use of water resources, including minimising flood risk in susceptible areas of the sub-region.

Outcome 8

High quality, multi-functional blue and green infrastructure networks

Principle

Establish a network of places linked by active travel routes integrated with green and blue infrastructure

HSPG members will work together and with other partners to implement a wide-ranging programme of place-making and environmental improvements. A key priority is to ensure that new and improved green and blue assets are ‘joined up’ to achieve continuous wildlife and recreational corridors, and that there is an attractive network of walking and cycling links between residential neighbourhoods, place of employment, town centres and public transport hubs. Pedestrian and cycle bridges will be sought to overcome severance, where necessary.

The focus for HSPG is to ensure that each major project being implemented across the sub-region contributes to a holistic network that delivers maximum benefits for the communities of the sub-region, with safe and attractive active transport routes that are designed to a consistently high standard.

PRIORITY ACTION 8.1			
Create a high quality active travel network connecting the people and places of the sub-region and integrate this with strategic green and blue infrastructure planning			
What			
Delivering high-quality continuous cycle and pedestrian networks across the sub-region that appeal to a wide range of users and facilitate all potential journeys from recreational routes, journey to work, to school, town centres and for connecting to the public transport network.			
Why			
To established seamless cross-boundary connections, close collaboration is required between local authorities when undertaking planning and design of active travel infrastructure. This exercise will promote consistency of active travel infrastructure across authority boundaries and involve identification of cycle parking hubs, key pedestrian crossing locations, and coordinated wayfinding and signage initiatives.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> HSPG will establish a working group to agree the strategic cycle network that covers the sub-region as one unified, safe and well-connected network. It will establish an expected level of provision to deliver this, together with delivery phasing and funding. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> HSPG will work with HAL to ensure a high quality active travel network is established for the Heathrow Interaction Area that connects into wider community networks, with high-quality crossings to overcome points of severance. Ensure better 24 hour active transport options are linked to local commuting corridors 		
Who			
HSPG members, Sustrans, Highways England, TfL, HAL, Colne Valley Regional Park CIC, Crane Valley Partnership			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> Establish working group 	<ul style="list-style-type: none"> Prioritise focus on Heathrow Interaction Area to deliver high quality active travel links to surrounding communities including M25 and M4 crossings 	<ul style="list-style-type: none"> Coordinate active travel improvements around Heathrow Airport with other initiatives to establish JSPF area-wide network 	<ul style="list-style-type: none"> Continue roll-out of coordinated network improvements to achieve progressively greater levels of pedestrian and cycle trip mode share

Principle

Maximise opportunities to improve green and blue infrastructure networks that deliver wide-ranging benefits

HSPG members will work together to significantly improve green and blue open space assets across the sub-region. Several of the existing green and blue infrastructure corridors are degraded in quality, under-utilised and/or inaccessible. Each of the major infrastructure, regeneration and growth projects planned for implementation provide opportunities to address this.

Far-reaching improvements will be pursued in relation to publicly accessible countryside, parks and gardens, rivers, streams and other waterbodies, as well as urban spaces – whether squares, play spaces and tree-lined streets. Much of the area is suburban in character and there are many opportunities to improve the quality of neighbourhood green spaces and connect these together more effectively.

At present, there are series of major green and blue infrastructure initiatives being pursued across the sub-region, such as:

- The Colne & Crane Valleys Green Infrastructure Strategy - prepared by the Colne Valley Regional Park and Crane Valley Partnership.
- The All London Green Grid - which has been adopted by the Greater London Authority (GLA) as a supplementary planning document to promote the design and delivery of green infrastructure.
- The River Thames Scheme – being delivered by the Environment Agency.
- The Jubilee River and Slough Linear Park. – that extends between Maidenhead, Slough and Windsor.
- Green and Blue Infrastructure proposals associated with Heathrow expansion proposed by HAL.

Recommendations contained in the Colne & Crane Valleys Green Infrastructure Strategy and All London Green Grid SPG are supported. The approach advocated in these documents will be applied throughout the sub-region to promote consistently high standards of delivery.

This includes a collective focus on improving the quality and functional utility of the Green Belt in accordance with the NPPF requirement to *“plan positively to enhance their beneficial use, such as looking for opportunities to provide access; to provide opportunities for outdoor sport and recreation; to retain and enhance landscapes, visual amenity and biodiversity; or to improve damaged and derelict land.”*

PRIORITY ACTION 8.2			
Establish an agreed sub-regional green and blue infrastructure network and pursue a coordinated approach to planning, design, funding and management			
What			
HSPG members will work with partners to establish an agreed green and blue infrastructure network and programme of improvements. This will inter-link new and improved public open spaces via attractive, safe, 24-hour pedestrian and cycle routes that connect the sub-region’s communities, transport hubs, recreational destinations and employment centres.			
Why			
The combined impact of strategic major development, transport, utility infrastructure projects over the coming years will see substantial changes to green and blue infrastructure networks. To get the most out of these opportunities these need to be coordinated – joining-up the potential and establishing a consistently high standard.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> • HSPG will provide a forum for coordinated green and blue infrastructure provision. Members will focus on cross-boundary coordinated delivery and will liaise closely with infrastructure project promoters and their design teams to ensure potential benefits are maximised. • HSPG will connect, coordinate and optimise the design and delivery of green and blue infrastructure projects, including landscape corridors and open spaces- coordinating major developments and infrastructure project delivery. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • HSPG will work with HAL and other partners to explore the use of potential funding sources such as the Heathrow Community Fund and Vehicle Access Charge in relation to funding both CapEx environmental improvement works and management OpEx. The scope of this will extend beyond improvements mitigations required via the DCO to encompass other green and blue infrastructure proposals within the Heathrow Interaction Area and wider context. • HSPG will seek to ensure that all strategic transport and utility projects incorporate multi-functional green and blue infrastructure that is co-ordinated with HSPG-wide networks. 		
Who			
HSPG members (including Colne Valley Regional Park), Crane Valley Partnership, Government departments and agencies (including Department of Transport, Highways England and Environment Agency), Network Rail, developers and other major infrastructure providers (Thames Water and HS2)			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Establish combined GIS mapping of existing and proposed green and blue infrastructure networks and associated continuous active transport routes. 	<ul style="list-style-type: none"> • Ensure all major rail (such as HS2, Western Rail, Southern Rail Access and the West London Orbital), road, energy and water projects contribute to a coordinated green and blue infrastructure network improvements. • Explore enhanced management, funding and maintenance models 	<ul style="list-style-type: none"> • Ensure all major residential and employment sites incorporate high quality public realm that integrates with green and blue networks 	<ul style="list-style-type: none"> • Pursue a programme of events celebrating and further activating use of the transformed sub-regional green and blue network

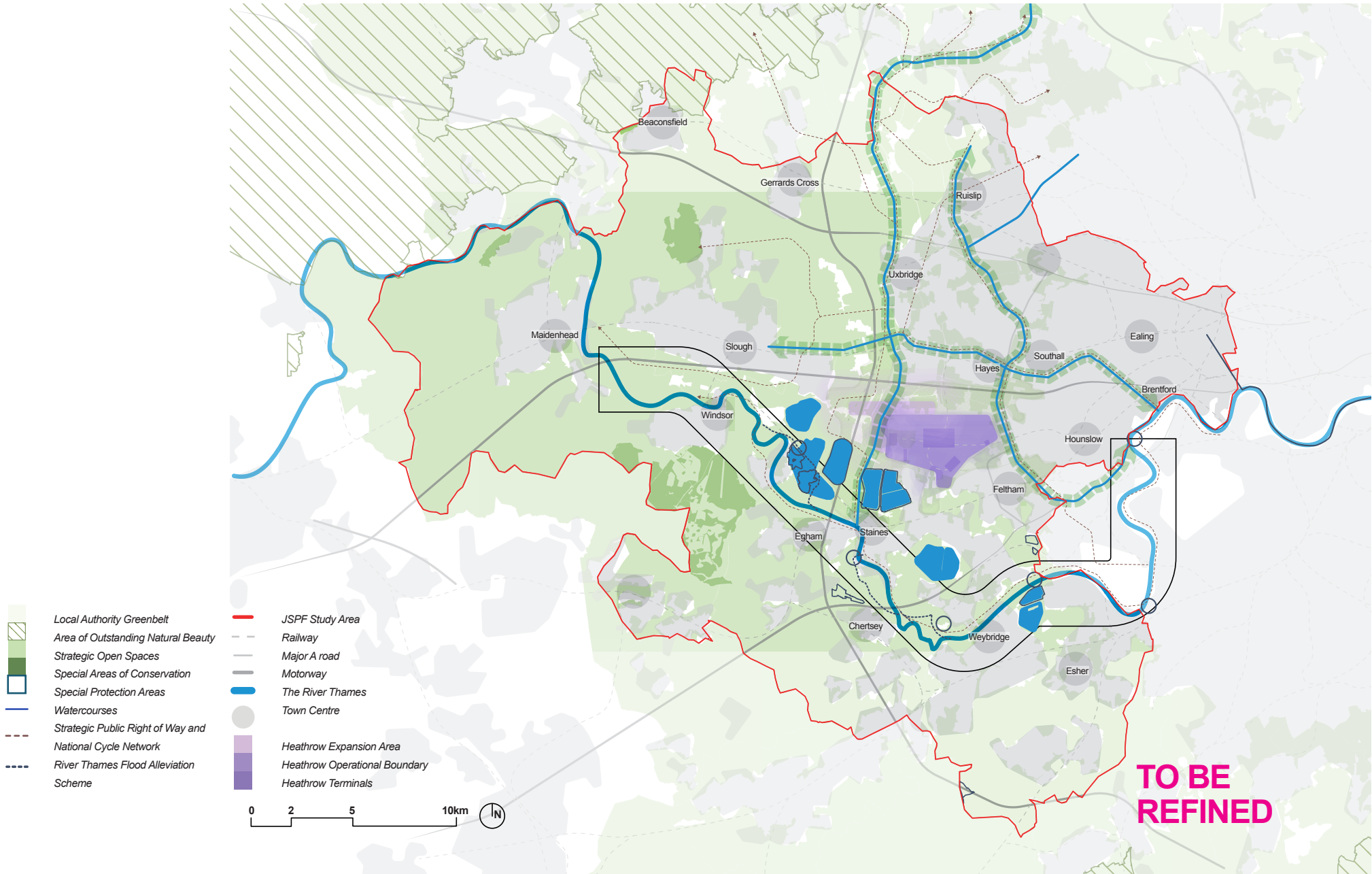


FIGURE 5.1: GREEN AND BLUE INFRASTRUCTURE FRAMEWORK

Principle

An integrated approach to delivering Colne and Crane Valley environmental improvements

The HSPG supports delivery of the Colne & Crane Valleys Green Infrastructure Strategy, which includes a schedule of project opportunities geared to achieving the vision “for the Colne and Crane Valleys to be a valued, connected network of open spaces for nature, recreation and wellbeing by 2050.”

PRIORITY ACTION 8.3			
Promote a range of coordinated projects that provide continuous networks along the Colne and Crane Valleys and with surrounding communities			
What			
<p>Implementation of the Colne & Crane Valleys Green Infrastructure Strategy to establish a continuous network of new and enhanced green spaces, rivers and waterbodies along the Colne Valley, with pedestrian and cycle trails that connect with adjacent networks (such as the All London Green Grid).</p> <p>Key projects for the Colne Valley:</p> <ul style="list-style-type: none"> • A continuous Colne Valley Trail (pedestrian and cyclist) • New visitor hub destinations (such as Old Shire Lane and the Little Britain Lakes Hub) • M25 and M4 pedestrian and cycle crossings (potentially in the form of land bridges) introduced in conjunction with motorway works accompanying Heathrow expansion • Enhancements to the Grand Union Canal (Slough Arm) • A coordinated programme of rediscovering the lost rivers to the south of the airport (Upper Duke of Northumberland and Longford Rivers) <p>Promote a range of coordinated projects connecting the Crane Valley:</p> <ul style="list-style-type: none"> • Key projects include: <ul style="list-style-type: none"> • A continuous Crane Valley Trail (pedestrian and cyclist) • A new visitor hub destination at Yeading Brook • A M4 pedestrian and cycle crossing (potentially in the form of land bridges) and other bridges introduced to overcome severance (eg. Related to the A30 and Piccadilly Line) • Various landscape and recreational enhancements (such as to Minet Country Park) 			
Why			
To improve active transport connectivity, wildlife biodiversity, recreational and visitor facilities, accessibility and flood management. This will integrate environmental mitigation measures related to Heathrow, HS2 and other major infrastructure proposals.			
How			
Actions for HSPG members and partners	• Coordinated implementation of the Colne & Crane Valleys Green Infrastructure Strategy (see Appendix A)		
Actions for Heathrow Airport Ltd and partners	• Demonstrate how landscape and infrastructure proposals being developed for the DCO are coordinated with and help deliver the Colne & Crane Valleys Green Infrastructure Strategy		
Who			
Project implementation coordinated by the joint Colne Valley Regional Park and Crane Valley Partnership steering group, working closely with other HSPG members and other relevant London boroughs, HAL, Thames Water, charities, community groups, private businesses and government bodies, including the Environment Agency and Highways England other major infrastructure providers (such as HS2).			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • HSPG and HAL to confirm support for the Colne & Crane Valleys Green Infrastructure Strategy 	<ul style="list-style-type: none"> • Progressive implementation of the Strategy proposals, coordinated with landscape works delivered by infrastructure and building developers • Explore enhanced management, funding and maintenance models to drive delivery 	<ul style="list-style-type: none"> • Ensure implementation of HS2 landscape works integrate with the Strategy proposals 	<ul style="list-style-type: none"> • Reinforce the identity and reputation of the valley parks as places of national and regional significance

- 1 Continuous Colne Valley Trail
- 2 Old Shire Lane Visitor Hub
- 3 View Enhancement and Woodland Management Improvements
- 4 Iver Heath, Black Park and Langley Park Improvements
- 5 Little Britain Lakes Hub and Grand Union Canal Slough Arm Enhancement
- 6 Slough and Richings Park Destination
- 7 M25 and M4 Pedestrian and Cycle Crossings
- 8 Heathrow Villages Strategic Enhancements
- 9 Colnebrook - Staines Moor Pedestrian and Cycle Links
- 10 Duke of Northumberland's and Longford Rivers
- 11 King George VI and Staines Reservoirs
- 12 Colne Southern Gateway at Staines

- Colne Valley
- Parks and Gardens
- Playing Fields
- Thames Path
- London Loop
- Sustrans Routes
- Other PROWs
- JSPF Study Area
- Railway
- Major A road
- Motorway
- River Thames
- Town Centre
- Heathrow Expansion Area
- Heathrow Operational Boundary
- Heathrow Terminals

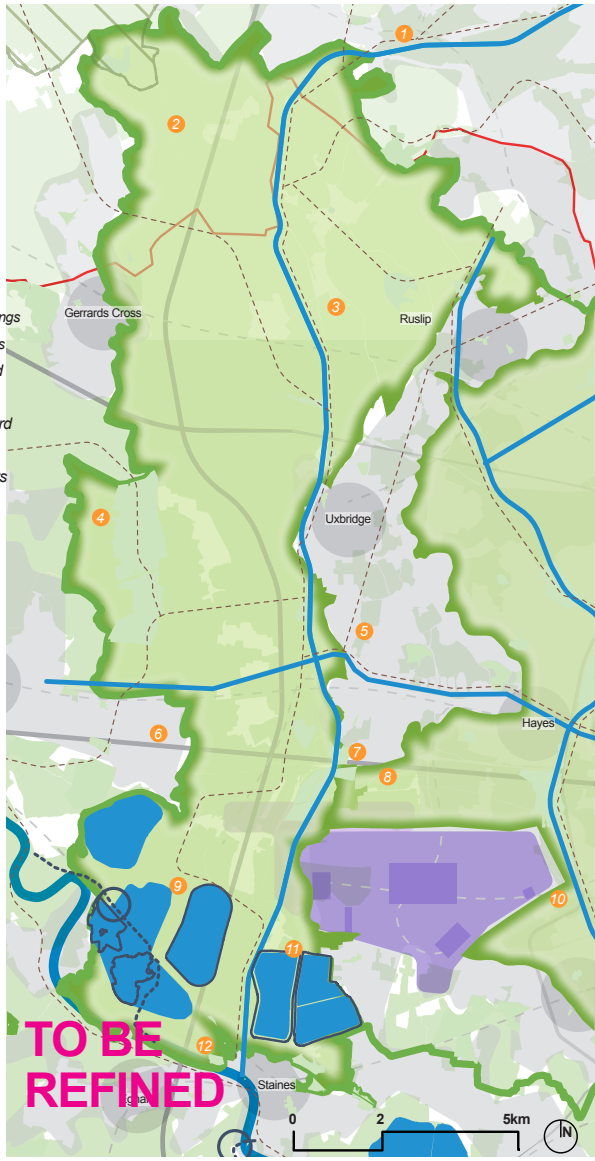


FIGURE 5.2: COLNE AND CRANE VALLEY STRATEGIC PROJECTS



Case Study

EMSCHER LANDSCHAFTSPARK, GERMANY

Conceived in XXXX as a 10-year regeneration programme for transformation of post-industrial Ruhr Valley, Emscher Landschaftspark in Germany provides a model in how to deliver a regional approach to green infrastructure. Stretching across 20 local authorities and including several major urban centres, at the outset of the project the area was characterised by a poor quality of environment, social deprivation, outward migration and economic problems caused by the closure of most of the mines and steel factories.

Over the course of the 10 years, 400+ projects were delivered across the sub-region by local authorities working 'bottom-up' on delivering local-level initiatives in accordance with a strategic plan, coordinated by a small executive team.

The area was 're-branded' as a regional park, with projects physically linked via strategic pedestrian and cycle routes, and thematically linked via a highly creative approach to landscape design closely aligned with social and economic initiatives related to education, training and the creation of new types of jobs.

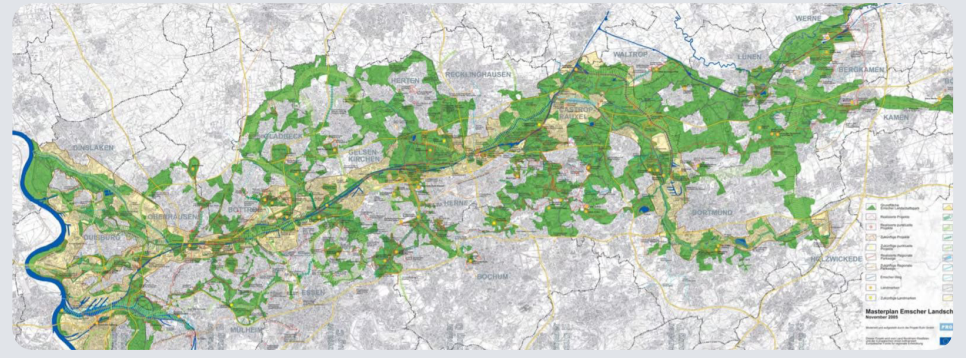
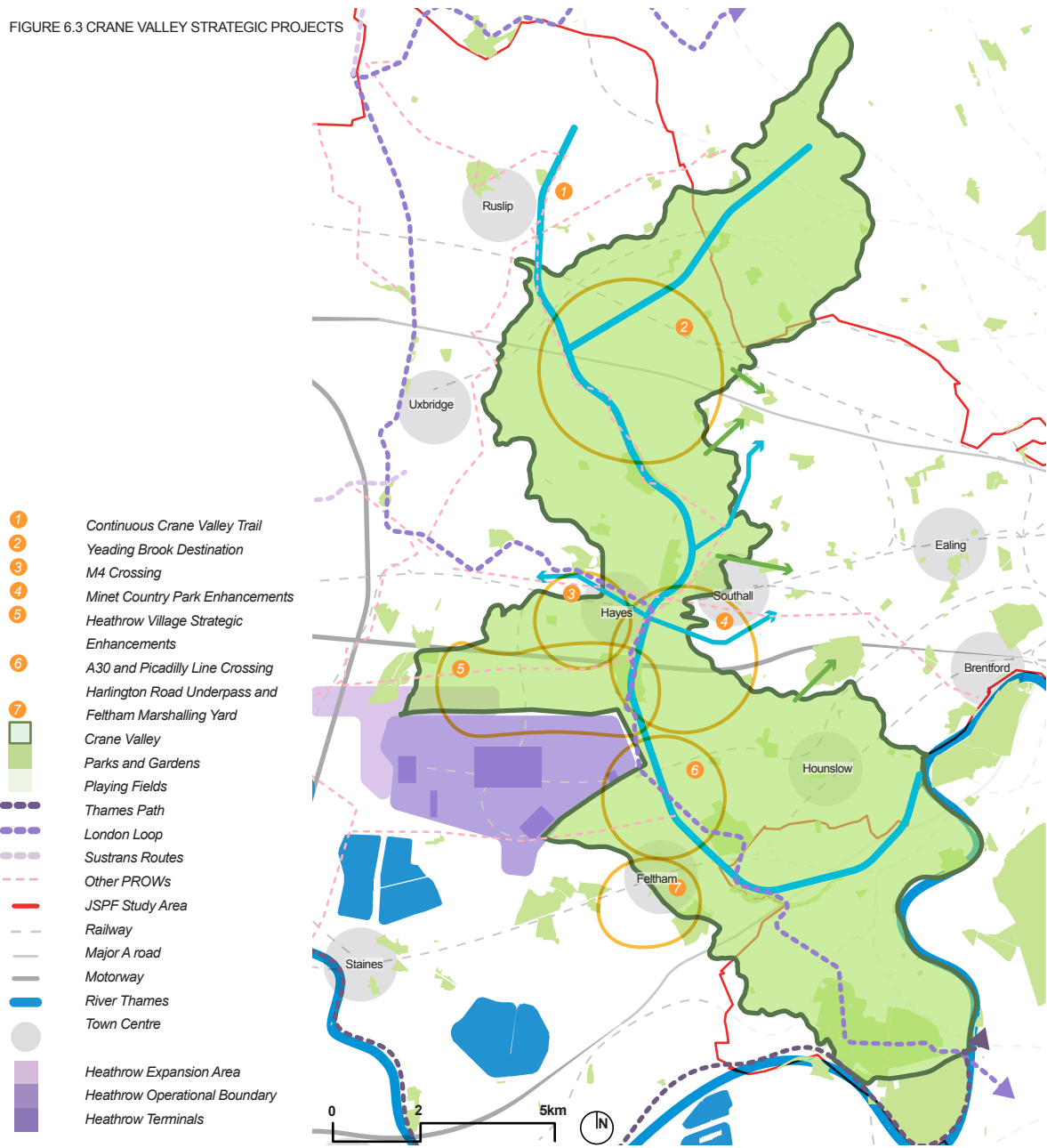


FIGURE 6.3 CRANE VALLEY STRATEGIC PROJECTS



Combine Colne + Crane into one diagram?

Principle

Strengthen active travel connections to the Thameside via attractive continuous green and blue networks

PRIORITY ACTION 8.4			
Strengthen the continuity of links along and to the Thameside open space network			
What			
<p>HSPG will work with the Environment Agency, HAL and other partners on strategic project planning and coordination of the Thameside open space network and access to it. This includes consider the inter-relationships between:</p> <ul style="list-style-type: none"> • The River Thames Scheme (a new flood channel and associated environmental works to be to be built between 2020 and 2025 to reduce flood risk to 15,000 properties; • Major landscape, water management and infrastructure works planned in association with Heathrow’s expansion; • The Maidenhead – Windsor – Slough Linear Park; and • Proposed environmental improvements and active transport links within the Colne and Crane Valleys. 			
Why			
<p>The River Thames and the parks and open spaces that flank it provide a series of environmental assets of international stature. The focus for HSPG is to ensure that pedestrian and cycle access to these resources are maximised for communities within the HSPG sub-region.</p>			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> • HSPG will work with the Environment Agency, HAL and other partners on strategic project planning and coordination. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • HSPG will seek to ensure that HAL proposals for the Heathrow Interaction Area establish active travel connections to the Thameside, including measures to overcome key points of severance 		
Who			
HSPG, the Environment Agency, HAL, Sustrans, CVRP and CVP and other partners			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Establish a combined baseline database of all relevant development proposals relevant to connecting the HSPG core area and Thameside 	<ul style="list-style-type: none"> • Establish a jointly agreed plan of active transport and environmental improvement measures connecting the HSPG core area and Thameside that incorporate HAL proposals. Identify funding and delivery responsibilities. • Ensure the River Thames Scheme is fully integrated with sub-regional green and blue network plans 	<ul style="list-style-type: none"> • Ensure all airport expansion works help establish continuous active and green infrastructure links to the Thameside, including measures to overcome severance 	<ul style="list-style-type: none"> • Combined measures ensure attractive and continuous links to the Thameside, integrated into a regional and national active travel network

-  JSPF Study Area
-  Railway
-  Major A road
-  Motorway
-  River Thames
-  Town Centre
-  Heathrow Expansion Area
-  Heathrow Operational Boundary
-  Heathrow Terminals
-  1 Jubilee River and Slough Linear Park
-  2 Green Connections to Slough and Windsor Town Centres
-  3 Multi-functional linear Flood Defences to Improve Accessibility
-  4 Connections to the Colne Valley
-  5 Connections to the Crane Valley
-  6 Multi-functional linear Flood Defences to Improve Accessibility to Staines and Chertsey
-  7 Improved Access to Feltham and Esher
-  Colne and Crane Valleys
-  Green Loop Swathe of Green Space
-  Links to Strategic Green Networks
-  Green Links to Town Centres

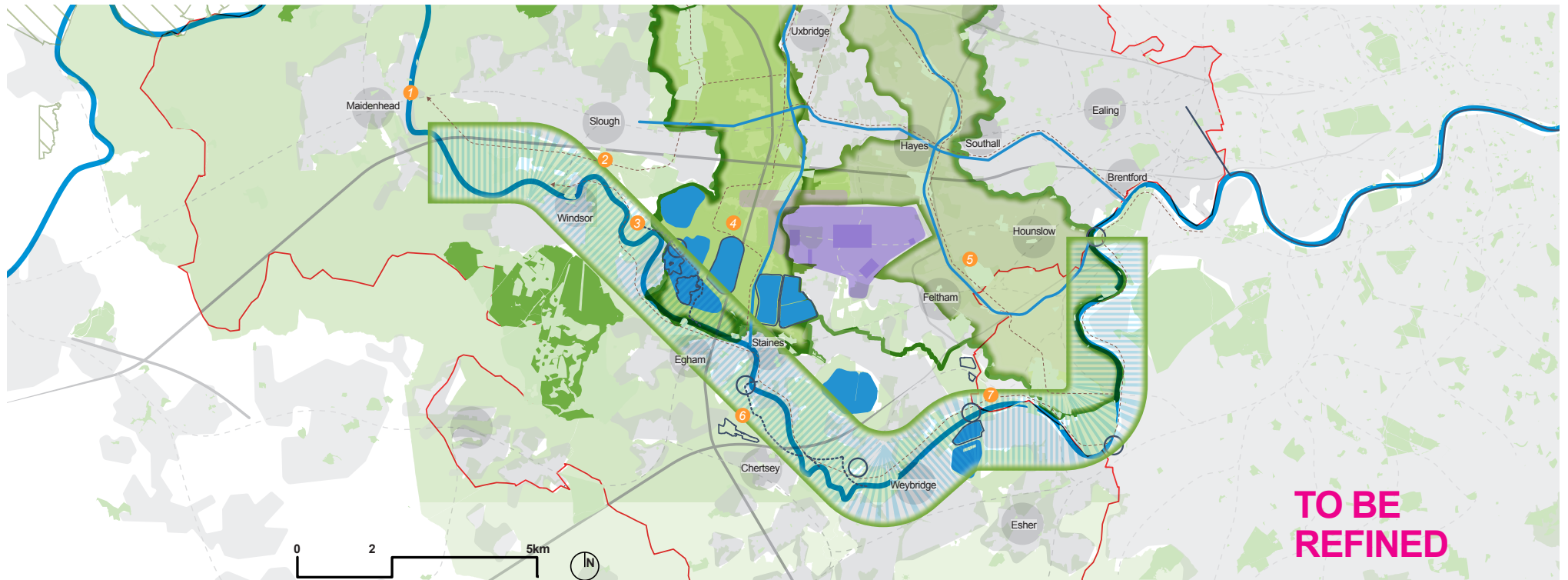


FIGURE 5.3: CONNECTING THE RIVER THAMES

Outcome 9

A major step change in achieving key sustainability targets helps realise zero carbon targets

Principle

Reduce greenhouse gas emissions by promoting district heat networks, high environmental design standards and decarbonisation measures

A range of measures will be applied to help achieve an efficient, low carbon economy, that also serve to improve energy security and address fuel poverty. Whilst all scales of development will be expected to attain high standards of energy efficiency, it is expected that major developments will demonstrate best practice. HSPG will particularly focus on the potential for integrated energy systems to encompass district heat networks and maximise use of renewables.

PRIORITY ACTION 9.1			
Apply high environmental design standards that include the promotion of district energy networks and other decarbonisation measures			
What			
<ul style="list-style-type: none"> Through knowledge-sharing and coordination of local measures, HSPG members intend to develop a collective reputation as leaders in progressive environmental planning and design. All new developments will be required to attain consistently high standards of sustainability. For airport expansion and other major developments within the area, HSPG will convey a strong view through statutory consultation processes. At the sub-regional level, there will be a focus on Integrated Energy Strategies, with individual developments placed within their wider energy network context. All new major developments will be expected to implement integrated energy strategies that reduce demand on the grid and create more sustainable and self-sufficient systems. This will include an expectation for Heathrow's expansion and the Lakeside development to look closely at the potential to be connected into Community / District Heat Networks (of the sought being implemented in Enfield). 			
Why			
A step change is required for the sub-region to contribute to the reduction in greenhouse gas emissions to net zero by 2050.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> All new developments will be required to attain high standards of sustainability. A range of measures will be applied locally, with knowledge-sharing and coordination through HSPG. Measures will be pursued to explore the potential for Community / District Heat Networks that include the airport. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> HSPG will encourage HAL to work in partnership to explore the potential for the energy systems proposed within the expansion project to be integrated with Community / District Heat Networks beyond the campus. HSPG also expects HAL to maximise the use of renewable energy and apply circular economy principles (such as the potential for sludge treatment to produce biogas). 		
Who			
HSPG, the Environment Agency, HAL, Sustrans, CVRP and CVP and other partners			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> Establish a working group with HAL to jointly explore the potential for Community / District Heat Networks 	<ul style="list-style-type: none"> Prepare a Feasibility Study into the potential for Community / District Heat Networks Establish exemplar pilot projects for the Government's Future Homes Standard once introduced. Promote knowledge-sharing and coordination of environmental planning and design measures, including measures encouraging freight decarbonisation. 	<ul style="list-style-type: none"> Progressive extension of district heat networks, potentially delivered in conjunction with major transport infrastructure (such as HS2) 	<ul style="list-style-type: none"> Support progressive movement towards a zero carbon and 'smart' electricity grid that is able to accommodate decentralised electricity generation at all scales in coordination with national and regional energy policy.

Outcome 10

Coordinated infrastructure planning and sustainable resource management that minimises waste

Principle

Undertake a coordinated approach to waste and infrastructure development planning and management

A major expansion of utility and waste-related infrastructure will be required over the coming years to support baseline and airport-related development, as identified in the JEBIS. Many actions will be undertaken at a local level, however given the scale of development in aggregate and the cross-boundary nature of much of strategic network and waste proposal, the HSPG will provide a forum for knowledge-sharing and coordination initiatives.

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Annotation

Ifecon publis, quid inatu quos iac te ina, ego etilica consulis, sente facem non Etre



²⁴ REFERENCE

²⁵ See <https://www.arup.com/perspectives/publications/research/section/circular-economy-in-the-built-environment>

PRIORITY ACTION 10.1

Undertake a coordinated approach to utility infrastructure and waste planning

What

HSPG will provide a forum for coordinating infrastructure and waste planning and best practice knowledge-sharing. Members will consider the combined demands arising from baseline and airport-related growth and pursue coordinated actions to pursue supply-side expansion and upgrade measures of strategic significance.

For waste planning, a hierarchy will be applied that priorities re-use measures, followed by recycling and composting, before energy recovery and disposal. Whilst individual waste and mineral planning authorities will continue to lead on locally-based initiatives in conjunction with waste-related companies, given the scale of waste catchments, HSPG will provide a means of pursuing initiatives of sub-regional scale. This will include measures to:

- Maximise the use sustainably sourced aggregates
- Minimise construction and demolition waste sent to landfill
- Minimise construction-related material and waste traffic movements over the road network

Why

Given the scale of employment-related development and the number of strategic utility infrastructure projects, coordination and knowledge-sharing is highly beneficial. By definition, many strategic utility projects are cross-boundary in nature and waste supply and demand catchments extend across the HSPG area and beyond. A coordinated approach will ensure that the needs of the area, with a proactive approach applied to the combined impact of major strategic project delivery.

How

Actions for HSPG members and partners	<ul style="list-style-type: none"> • Establish the HSPG as a forum for coordinated utility infrastructure and waste planning. A collective understanding of short, medium and long-term needs arising from combined baseline and airport-related development will be established.
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • Using the JEBIS as a platform for sharing understanding, HAL will be expected to work with HSPG in coordinating airport expansion – related waste and utility proposals with development proposals relating to the wider sub-region. • Delivery programmes will be coordinated in conjunction with waste and infrastructure regulators and developers.

Who

HSPG members, HAL, strategic project promoters, utility providers, Government Departments and Agencies, London Waste and Recycling Board

When

Quick wins	Now	New	Next
<ul style="list-style-type: none"> • HSPG members to establish joint working protocols related to strategic waste and utility infrastructure planning 	<ul style="list-style-type: none"> • Develop a collective understanding of key supply and demand issues resulting from Strategic Infrastructure Plans being undertaken by the West London Alliance and other bodies across the sub-region. Coordinate strategic actions as necessary. 	<ul style="list-style-type: none"> • Continued coordination of strategic utility infrastructure and waste planning 	<ul style="list-style-type: none"> • Establish the HSPG as a leader in sustainable resource management and infrastructure provision

Outcome 11

Sustainable water management makes the most of precious resources whilst minimising flood risk

Principle

Undertake a coordinated approach to water-related planning and management

A major expansion of utility and waste-related infrastructure will be required over the coming years to support baseline and airport-related development, as identified in the JEBIS. Many actions will be undertaken at a local level, however given the scale of development in aggregate and the cross-boundary nature of much of strategic network and waste proposal, the HSPG will provide a forum for knowledge-sharing and coordination initiatives.



PRIORITY ACTION 11.1			
Undertake a coordinated approach to water-related planning and management			
What			
<p>HSPG will provide a forum for coordination and knowledge-sharing of water-related development of strategic significance. This will include strategic projects being delivered, related to:</p> <ul style="list-style-type: none"> • Demand management, including demand reduction measures and measures to reduce leakages • Efficient utilisation of water resources • Reducing flood risk, with flood management measures integrated within multi-functional green and blue infrastructure proposals using Sustainable Urban Drainage and Natural Flood management techniques • Protecting the quality of surface and groundwater • Maximising sustainable use of water resources including onsite reuse of grey water • Retaining and restore river corridors as open channels, enhanced to maximise their ecological, recreational and active transport potential 			
Why			
<p>As emphasised in the National Infrastructure Commission’s National Infrastructure Assessment (2018), cross-boundary joint work between planning departments that focus on water catchments. Given the network of rivers, canals, streams and waterbodies across the area, and the impacts that major developments will have on these systems, coordination across the HSPG area will be important. This will help maximise environmental benefits, promote efficiencies and establish a joint approach to flood risk alleviation.</p> <p>A range of major water-related infrastructure projects will be delivered across the sub-region and require integration with wider green and blue infrastructure network proposals. In addition, the combined scale of planned growth across the sub-region (associated with Heathrow, housing and employment growth and associated infrastructure), will provide major opportunities for integrated water management strategies to be applied. All this requires careful coordination between HSPG members and other stakeholders.</p>			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> • HSPG members will collaborate on water-related project planning and management measures of strategic significance, such as the River Thames Scheme. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • Major changes to waterways and water bodies are proposed as part of the DCO. This will need to be closely coordinated with wider green, blue and active travel network planning. 		
Who			
HSPG members, Government Departments and Agencies (including Department of Transport, Highways England and Environment Agency), major building and infrastructure project promoters			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • HAL to demonstrate how water-related proposals relate to wider green, blue and active transport proposals in the Heathrow Interaction Area and beyond. 			



06 /

06



Liveable Communities with a Strong sense of Place

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Vision

Our vision is of a diverse mosaic of thriving communities that offer a high quality of life, with a diverse range of local jobs and services and high quality urban and green space. We will work together to support local authorities in achieving housing delivery targets and join forces with other partners to help ensure community infrastructure delivery keeps step with housing growth. We will pursue a legacy-led approach to construction worker housing that are able to transition to permanent residential neighbourhoods of longer-term benefit.

Overview

The sub-region's large and rapidly growing population is expected to continue to do so over the next 20-30 years. As identified in JEBIS (2018), population growth within the HSPG area of around 15% or 250,000 is projected by 2041. This is the equivalent of adding the population of a major town like Portsmouth or Derby into the area. By comparison to this background or baseline growth, growth attributable to the expansion of Heathrow Airport is relatively modest, adding approximately a further 10,000 people.

The corresponding number of households across the sub-region is projected to grow from 162,000 to 795,000 over the period 2021 to 2041, a 26% increase. Growth at Heathrow Airport is expected to add 3,000 households over the same period. If current trends are followed there will be particular growth pressures in the three London boroughs – Ealing, Hillingdon and Hounslow .

HSPG members are joining forces to address housing delivery and ensure that this strengthens communities as places of enduring quality and appeal.

In addition to the area's rising permanent population, the combined construction activities across the sub-region are expected to give rise to significant demands for the provision of temporary accommodation for construction workers. HSPG is keen to ensure that legacy benefits can be derived from this.

Outcome 12

Liveable communities with adequate provision of mixed-tenure housing that meets local need and achieves greater levels of affordability

Principle

Supporting local authorities in delivering housing targets and transport investments to promote sustainable growth

To accommodate housing needs, both the Mayor of London and the Government have set ‘targets’ for local authorities within the HSPG area that far exceed recent build out rates. Meeting these ‘targets’ will prove challenging and sustainable solutions to delivering more homes are being explored and pursued by each local planning authority through their local plans.

By coming together, HSPG members will collaborate in relation to a range of measures aimed at supporting housing delivery. Growth associated with expansion at Heathrow Airport and other strategic transport projects will increase the likelihood of HSPG member local authorities being able to meet their housing ‘targets’.

PRIORITY ACTION 12.1			
Collaborate on a range of initiatives geared to support local planning authorities in meeting their housing ‘targets’.			
What			
<p>HSPG members will collaborate on a range of housing delivery initiatives, including:</p> <ul style="list-style-type: none"> • Strong support for new transport infrastructure that will unlock additional housing growth. This includes around new or upgraded stations arising from HS2, Elizabeth Line, Western Rail Link to Heathrow, Southern Rail Link to Heathrow and West London Orbital Rail. • Prioritising the regeneration and revitalisation of town centres, including support for residential development in appropriate locations. • Promoting a range of green, blue and active travel infrastructure projects that will combine to enhance liveability. • Explore opportunities for local authorities to take a more direct role in housing delivery. This could include use of compulsory purchase powers to assemble land parcels and greater public sector involvement in delivery including joint venture, direct delivery, master developer roles. 			
Why			
<p>The need to accelerate the scale and pace of housing delivery across the sub-region is acute. Housing delivery within the HSPG area will contribute to Government ambitions, such as the stated target to build one million new homes within the the CaMKOx Arc. The case for rail infrastructure to contribute towards these targets is compelling. For example, the West London Orbital Rail scheme could enable the delivery of 8,800 new homes within current planning frameworks, and up to 29,000 new homes if a more flexible approach to planning was applied.</p>			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> • HSPG members will collaborate on delivering a range of housing delivery initiatives. • HSPG will work with other partners (such as transport infrastructure promoters) to explore how their proposals can help directly deliver more homes e.g. through oversite development. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> • HSPG will continue to work with HAL to ensure JEBIS is up-to-date to inform future forward planning. This will include ensuring that specific housing needs for the workforce associated with expansion of Heathrow Airport are addressed. 		
Who			
HSPG members, HAL, and other major infrastructure project promoters			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> • Update JEBIS in advance of submission of the DCO application and update proposals for expansion at Heathrow Airport accordingly. 	<ul style="list-style-type: none"> • Support transport scheme delivery that helps catalyse housing growth and reflect this additional capacity within reviews of local plans. • Explore opportunities for local authorities to be involved in direct delivery of homes. 		

Outcome 13

A legacy-led approach to construction worker housing

Principle

Plan for the aggregated needs of construction worker housing with sustainable development that generates legacy benefits

The scale of construction worker accommodation required to support the sub-region’s development programmes is expected to be very significant. The construction phases of expansion at Heathrow Airport and delivery of transport and other infrastructure projects across the sub-region will generate worker demands up to 2050. Given the time periods over which construction worker accommodation will be required, it is important that appropriate investment is made to provide accommodation and that the long term legacy for this housing is considered at the outset.

PRIORITY ACTION 13.1			
Make appropriate provision for construction worker accommodation pursuing a legacy-led approach.			
What			
<p>HSPG will work with HAL and other major project promoters to identify phased worker accommodation needs and ensure that adequate land is identified in the most sustainable locations.</p> <p>HSPG will seek a legacy-led approach to construction worker accommodation, for example through:</p> <ul style="list-style-type: none"> identifying suitable sites for homes that are accessible to construction sites and have access to community facilities; considering how the location of construction worker accommodation can support the regeneration of local high streets; the servicing of sites is appropriate for long-term permanent legacy requirements (for example in relation to access and utilities) even if the site is temporarily occupied by portable modular buildings or caravans; buildings are designed to offer permanent family accommodation (market and/or social rented) and configured temporarily as housing in multiple occupation (HMO) for construction workers (if required); and implementing measures to maximise community cohesion. 			
Why			
Planning for the aggregated demands for construction worker housing arising from development across the sub-region requires careful consideration and cannot be left entirely to the market. HSPG will seek to balance impact on local communities and maximise potential benefits.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> HSPG members to provide a list of initial sites (for examples, xx and xx) they are willing to work in partnership with HAL on to deliver legacy worker housing. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> HAL to assess the feasibility of working in partnership with local authorities on their proposed sites to deliver legacy worker housing. HAL to demonstrate through the DCO application how the demand for construction workers accommodation will be satisfactorily addressed, having regard to the principles of a legacy-led approach identified above. 		
Who			
HSPG local authorities and HAL			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> HAL to deliver a clear strategy in advance of the DCO application that determines how a legacy-led approach to construction worker housing will be applied to contribute to sustainable place-making 	<ul style="list-style-type: none"> HSPG and HAL to work together to deliver construction worker accommodation on Council owned sites. 		

Case Study

MODULAR HOUSING,
EINDHOVEN,
NETHERLANDS

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Outcome 14

Sustainable communities with adequate social infrastructure

Principle

Facilitating the delivery of community infrastructure to promote diverse and sustainable communities

Population growth will continue to significantly increase the demand for housing and the community infrastructure needed to create and sustain communities. Existing and new local communities need to be supported by high quality health, education and other community facilities. The delivery of new and expanded facilities needs to keep step with housing growth (rather than lag behind). In addition, construction workers will place an additional demand on public services in the area for a considerable period of time. Such demands must be factored into community infrastructure planning.

The lack of funding certainty across many of the education, healthcare and other community projects identified in the JEBIS gives some cause for some concern. Whilst this is not unusual given that development-related funding mechanisms (such as Section 106 agreements and Community Infrastructure Levy) are applied as and when development proposals come forward. However, the scale of planned growth across the HSPG area highlights the need for a more proactive planning approach.

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PRIORITY ACTION 14.1			
Apply a coordinated approach to planning for community infrastructure delivery, working with partners to plan for the appropriate range, quality and quantum of education, healthcare and other community facilities.			
What			
HSPG members will draw on a joint evidence base of community infrastructure delivery (included in the JEBIS) and coordinate planned housing and community infrastructure growth. This will entail working with healthcare, education and other community facility providers to aid delivery where possible. Opportunities for joint delivery of facilities, through community hubs, or other models will be explored to improve quality of place and improve the viability of service delivery. Knowledge-sharing including around coordination of funding and delivery mechanisms will take place across HSPG members.			
Why			
Given the shared challenges and cross-boundary nature of community facility catchment areas a joint approach to community infrastructure planning is valuable. As indicated in the JEBIS, there is a significant pipeline of 69 social infrastructure projects, with a combined cost of £1.6 billion, though much of this funding has yet to be secured. The majority (36) of these are education projects, reflecting the rapid increase in the numbers of children and young people in recent years. A range of healthcare projects are also proposed in response to growing needs of an ageing population and changes in service provision. The three London Boroughs are predicted to experience the greatest household growth increases and therefore the most significant increases in education, healthcare and other community needs.			
How			
Actions for HSPG members and partners	<ul style="list-style-type: none"> HSPG members will work with other partners on a joint approach to evidence base monitoring and planned provision, exploring opportunities for innovations in funding and delivery. HSPG members to work with local communities to identify schemes which could include community infrastructure which can be delivered through the Community Compensation Funds and other funds established by HAL in association with expansion at Heathrow Airport. 		
Actions for Heathrow Airport Ltd and partners	<ul style="list-style-type: none"> HAL to make contributions towards improvements to or delivery of new community infrastructure arising from construction worker accommodation. Such contributions should be secured through Section 106 agreements with the relevant local planning authority as part of the DCO. 		
Who			
HSPG members, HAL, NHS Trusts, Academy Trusts and other community facility providers			
When			
Quick wins	Now	New	Next
<ul style="list-style-type: none"> HAL to set out it proposed approach to contributions to community infrastructure in the DCO application. 	<ul style="list-style-type: none"> HSPG members to work with local communities to identify and delivery community infrastructure using expansion-related funds. 		

- 1 Braywick Leisure Centre
- 2 Wrexham Park Hospital Extension
- 3 Gurnell Leisure Centre Replacement
- 4 Warren Farm Sports Centre
- 5 New Brentford Fountain Leisure Centre
- 6 Royal Holloway University Growth
- 7 Heatherwood Hospital Redevelopment
- 8 St. Peters Hospital Redevelopment
- Universities
- Hospitals
- Libraries
- Leisure Centres
- ⊕ University Expansion
- ⊕ Hospital Expansion
- ⊕ New Leisure Centres
- Primary Schools
- Secondary Schools

- JSPF Study Area
- - - Railway
- Major A road
- Motorway
- The River Thames
- Town Centre
- Heathrow Expansion Area
- Heathrow Operational Boundary
- Heathrow Terminals

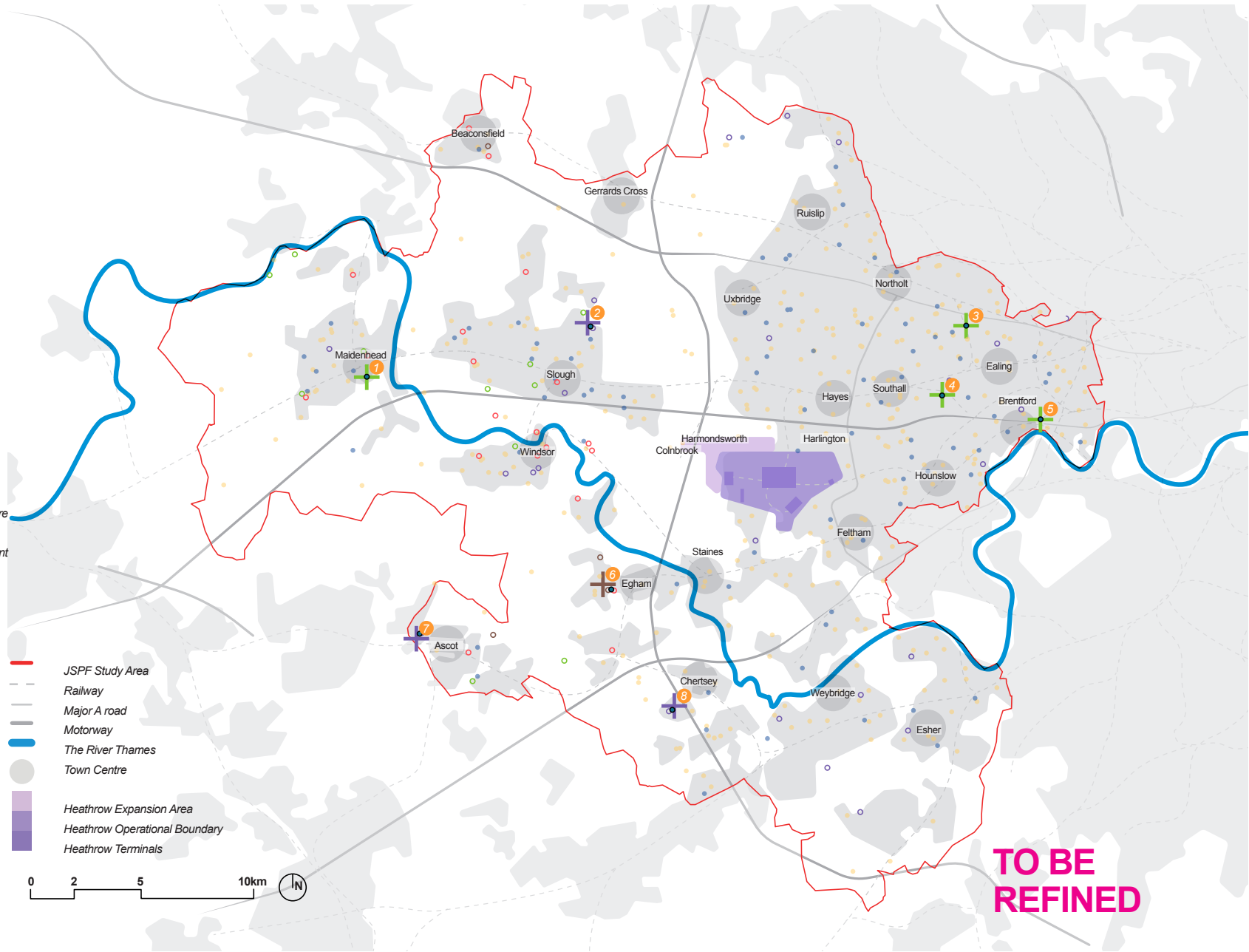


FIGURE 6.1: EXISTING AND PROPOSED COMMUNITY FACILITIES



07



07 /

Delivery and Implementation

7.1 Overview

The JSPF sets out HSPG members vision and ambition for sustainable growth. Appropriate governance and delivery mechanisms are key to fully realising these aspirations for the sub-region. The potential legacy opportunities are massive and must be secured. Decisions made now will affect many generations to come.

HSPG has already shown itself to be a strong unified voice, working together to hold HAL to account on key issues and influence the emerging proposals for expansion at Heathrow Airport. Although HSPG members each have their own policy views on expansion, the group has proven itself to be a strong unified voice on keeping vital objectives and priorities high up the agenda.

There is much that HSPG members can do through working together and with other partners. The JSPF can help to foster cooperation, improve relationships and jointly solve problems.

Successful implementation of the JSPF will be characterised by:

- Helping shape enhanced sub-regional governance arrangements to enable effective delivery of the JSPF actions for strategic project delivery;
- Use of the JSPF to inform future reviews of local plans and other strategies prepared by HSPG members;
- Effective integration of ambition between the JSPF and the proposed scheme contained within the DCO application. This includes the proposals for the expanded airport campus as well as additional works associated with infrastructure and environmental mitigation beyond this. This requires close alignment of land use, transport, infrastructure and environmental planning - particularly in the Interaction Area and in relation to ASD across the sub-region;
- Guiding public and private sector investment by spatial priorities for growth and transformation, and the critical role of infrastructure in supporting this; and
- A coordinated approach to strategic phasing.

7.2 Governance Arrangements 7.3 Policy Implementation

Implementing the JSPF actions requires close collaboration and coordination between HSPG members on strategic and cross-boundary matters whilst ensuring each member can deal with local matters in an unfettered way.

HSPG's current governance arrangements have been highly effective in coordinating member organisations around various strategic planning matters that include organising joint representations to HAL's consultation on Heathrow Airport expansion proposals in summer 2019. It also helps facilitate a shared voice to Government.

As the DCO process moves forward, HSPG is also working to create proposals for future governance. These proposals will ensure that this effective co-operation continues, so that strategic objectives can be secured through the DCO and monitored once construction and operation of the third runway takes place.

The JSPF puts forward a series of key actions that combine to deliver far-reaching change. Governance proposals will look to help ensure these actions can be delivered both through the DCO process and more widely. For example, discussions are being held on how to use and govern sources of increased income which will be achieved through expansion. These could include business rates, access charges and Ultra Low Emission Zone charges. HSPG members would like to see this income used to maximise the benefits to local communities, who are disproportionately negatively impacted. This income could be used to deliver key actions outside of the DCO.

Once endorsed, the JSPF will be made publicly available to set a strategic direction. This will then inform statutory planning processes undertaken by local planning authorities, including the review of local plans, supplementary planning documents and planning decisions. Aspects of the JSPF will be reflected in Local Industrial Strategies prepared by the Local Enterprise Partnerships and the infrastructure delivery plans and programmes of other bodies.

These local processes will be subject to public consultation and scrutiny to enable consistent, transparent and fair decision-making. The JSPF will be updated on a periodic basis as necessary.

Critically, the joint approach to evidence gathering and strategic planning through the JSPF and JEBIS will assist individual member organisations to develop their own plans and evidence studies upon a base of aligned strategies and consistent evidence base.

7.4 The Critical Role of Infrastructure

HSPG considers the delivery of the Western Rail Link to Heathrow and Southern Rail Link to Heathrow to be critical components of an expanded Heathrow Airport. As well as helping to deliver the mode share targets set out in the ANPS, the schemes will crucially ensure that the economic benefits of an expanded Heathrow Airport can be unlocked and distributed equitably across the whole sub-region. HSPG consider the earliest possible delivery of these two rail schemes to be a critical element of a successful surface access strategy for an expanded Heathrow Airport.

HSPG is also supportive of bringing forward the delivery of HS2 Phase One (London to West Midlands) and the West London Orbital Rail extension of the London Overground network, both of which will interchange at Old Oak Common.

HSPG will continue to help facilitate the delivery of these projects and influence their specification to maximise their potential catalytic impact in a way that generates most benefit for the communities of the sub-region.

To this end, HSPG will work closely with key sponsors including Government Ministries and Departments (including MHCLG, DfT and BEIS), HAL, HS2, Highways England, Network Rail, Homes England and the Environment Agency to ensure that key primary infrastructure and national scale investment is delivered. HSPG will also seek to align closely with the GLA and TfL.

7.5 Funding and Financing

As identified in JEBIS, many of the strategic infrastructure projects in the current planning pipeline across the sub-region have yet to receive confirmed funding or have the necessary delivery mechanisms in place. HSPG will use its collective influence and powers to support all necessary strategic projects securing funding certainty. Should gap funding be required, HSPG will explore a range of sources including use of HAL vehicle access charge, business rate retention, Mayoral Community Infrastructure Levy and the introduction of a Strategic Infrastructure Tariff (outside of London subject to new governance arrangements being put in place).

In relation to Heathrow Airport's expansion, HSPG believes the DCO offers opportunities to ring-fence income to improve the quality of life of local people. This could be used to improve or subsidise public transport, community facilities, skills training, enhanced or new green spaces or other priorities. HSPG will work Government, HAL and other stakeholders prior to submission of the DCO application to create proposals for governance of income sources. These income sources should be used to maximise benefits and minimise impacts for the sub-region, whose communities are disproportionately impacted by expansion proposals. Sources could include the proposed airport access charge, the community compensation fund, business rates growth (as highlighted in the ANPS) and Section 106 Agreements and Community Infrastructure Levy.

HSPG would like to see any monies raised by the Ultra Low Emission Zone, vehicle access charge or potential work-based parking levy to be ringfenced in a democratically controlled fund that can be used to support transport investment in the sub-region. Such a fund could be used to support a much wider active travel network, expansion of the free travel zone, subsidised bus and public transport fares, and critically the delivery of the Western Rail Link to Heathrow and Southern Rail Link to Heathrow schemes.

7.6 Strategic Phasing

To enable the successful delivery of the JSPF, HSPG has considered a phased approach to the implementation of actions and the delivery of appropriate infrastructure to enable sustainable growth. Figure 8.1 provides an outline of the approach, based on the current understanding of infrastructure delivery intentions (as summarised in the JEBIS and accompanying database).

HSPG intends to adopt a facilitation role that will aid cooperation, coordination and collaboration between scheme promoters and ensure a phased approach is adhered to. To complement this, HSPG members will deliver key secondary infrastructure investment in partnership that integrates with wider strategic transportation, utility and environmental networks. This approach involves a full understanding and appreciation of all infrastructure needs, costs and potential sources of finance and funding.

The growth ambitions are shown in relation to the now / new / next phases. Figure 8.2 shows the direction of travel for the sub-region within each phase. For earlier years, there is some degree of certainty about proposals, in relation to both infrastructure delivery and the catalytic impacts that can be expected. More variables/ options occur in later years because the outcomes of key decisions for primary infrastructure are unknown. Further detailed analysis of these ambitions will be undertaken to inform a more comprehensive JSPF in future iterations. The content of these diagrams is based on published timing evidence, where available, as set out in the JEBIS.

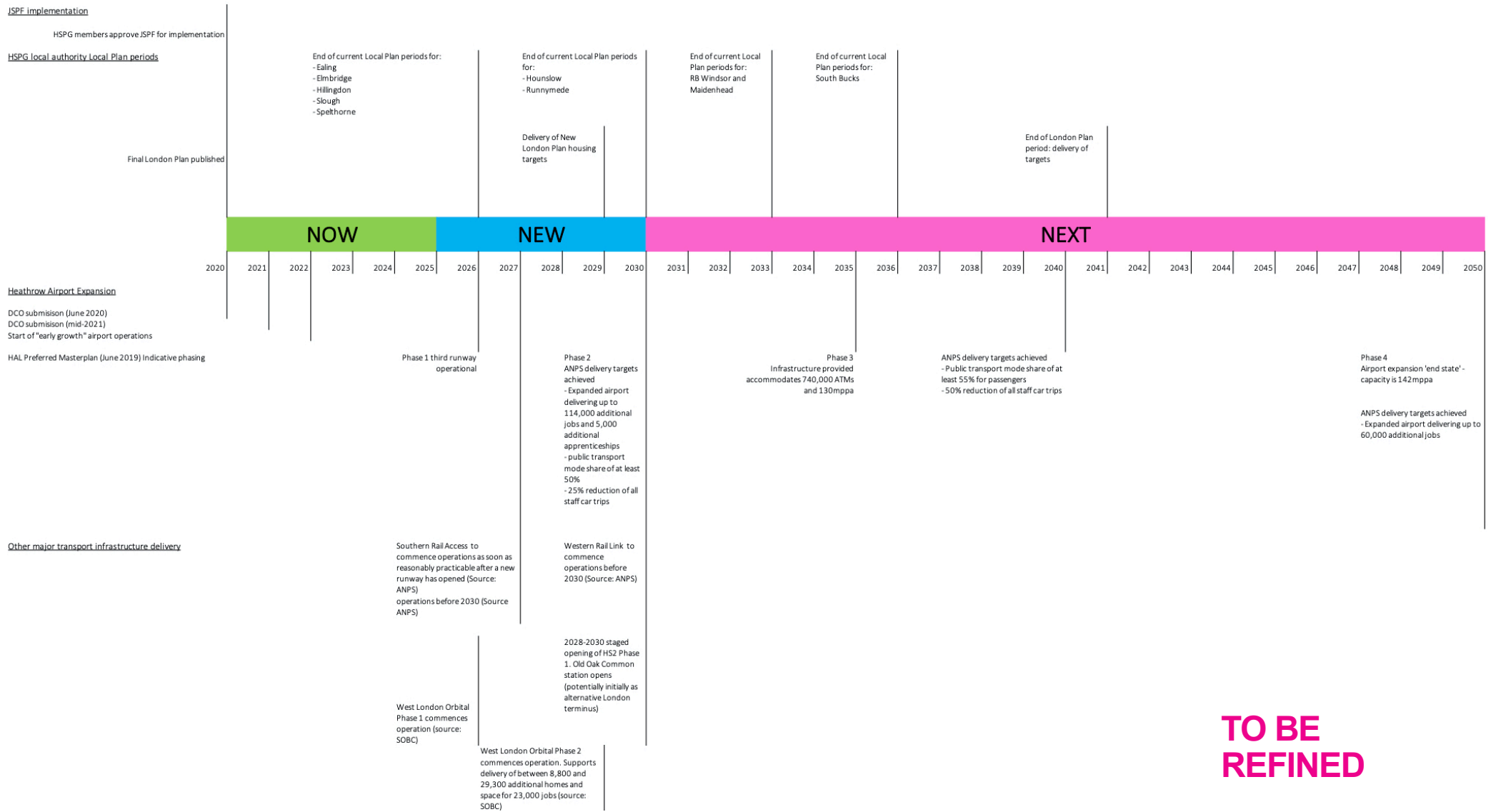


FIGURE 7.1 STRATEGIC PROJECT DELIVERY TIMELINE

7.7 Heathrow Interaction Area

As indicated throughout the JSPF, there are various elements of the HAL scheme for expansion at Heathrow Airport for which insufficient detail is currently available. This is particularly the case for the Interaction Area where communities and the environment will most directly and disproportionately feel the effects of expansion.

HSPG considers that further work must be undertaken to develop a robust framework for the development that is expected to take place within the Interaction Area. This work, as a minimum, should consider:

- The scale and types of growth which are to be accommodated;
- The transport and other types of infrastructure including community facilities required to unlock and/or sustainably serve the proposed growth both within and outside the DCO application boundary;
- Mitigation and compensation required to reinstate green and blue infrastructure including how these can be used as active travel linkages to improve access to jobs and services;
- Approach to addressing key design issues such as scale and orientation of development, edge and boundary interfaces and treatment and existing and future severance;
- Strategy for revitalising communities directly affected by construction work/compulsory acquisition of land to facilitate the scheme; and
- Delivery action plan identifying key projects, roles of different partner organisations including HSPG and HAL, funding sources and phasing.

This, more detailed work, must be completed in advance of the submission of the DCO application, so that HSPG members can be assured that the impacts of local communities can be acceptably addressed and where this is not possible appropriate mitigation and compensations can be put in place. [Or requirement for this work to be complete before construction commences? What is the preferred timescales? We think something more needs to be done before submission of the DCO]

In his proposed modifications to the Draft New London Plan, the Mayor of London has identified his commitment to work with local authority partners beyond London's boundaries on the implications of expansion of Heathrow Airport. HSPG will continue to work with the Greater London Authority to explore the potential of the Opportunity Area Planning Framework for the Heathrow/Elizabeth Line West to be extended to encompass the whole of the Interaction Area.

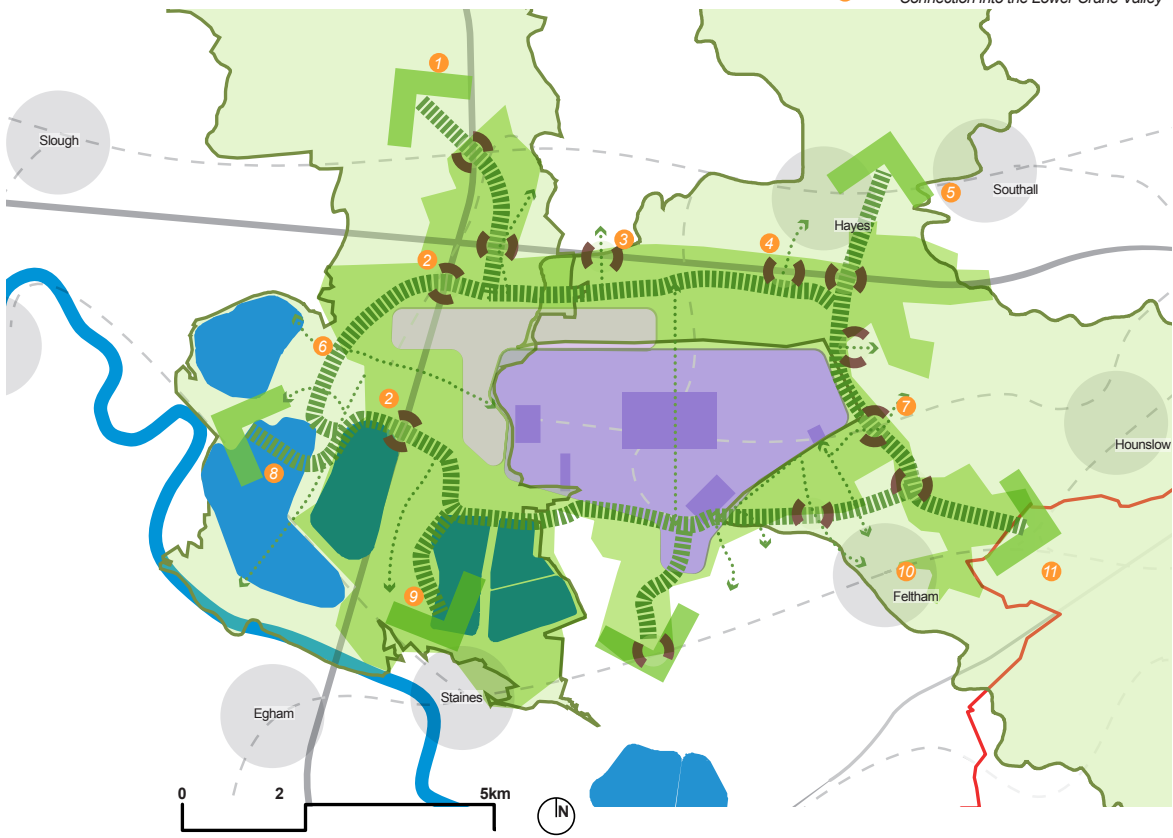
Key projects to be annotated on zoom-in plan once actions finalised – to include:

- Ensure the 'Green Loop' of publicly accessible open spaces and waterways that HAL propose to encircle the airport is stitched into surrounding communities and specified for maximum benefit to create a comprehensive walking and cycling network.
- Enhanced active travel links between Heathrow Airport and neighbouring communities including Colnbrook, Slough, Harmondsworth, Hayes and Feltham.
- M4 and M25 pedestrian and cycle crossings
- Visitor hub destination at Little Britain Lakes Hub, Yeading Brook and Old Shire Lane
- Targeted skills and training programmes including in Hayes and Feltham.
- Aviation related employment uses at Poyle Trading Estate.
- [Add other employment locations following receipt of LPA data]
- Western Rail Link to Heathrow and Southern Rail Link to Heathrow
- Dedicated bus and coach lanes

- JSPF Study Area
- Railway
- Major A road
- Motorway
- River Thames
- Town Centre
- Heathrow Expansion Area
- Heathrow Operational Boundary
- Heathrow Terminals

- Colne and Crane Valleys
- Green Loop Swathe of Green Spaces
- Strategic Green Loop
- Link to Strategic Green Networks
- New Connections Across Infrastructure

- 1 Connection into the Upper Colne Valley
- 2 Meaningful M25 Crossings
- 3 Meaningful M4 Crossing
- 4 Green Connection to Hayes
- 5 Connection into the Upper Crane Valley
- 6 Green Connection into Poyle, Colnebrook and onto Slough
- 7 Meaningful A-Road Crossings
- 8 Connection into the Upper Thames Valley
- 9 Connection into the Lower Colne Valley
- 10 Green Connection into Feltham
- 11 Connection into the Lower Crane Valley



**TO BE
REFINED**

7.8 Delivery Areas

Eastern Sub-area: West London JSPF Priorities

Key projects to be annotated on zoom-in plan once actions finalised – to include:

- Priority town centres and regeneration areas: Southall, Hounslow, Brentford, Feltham, Hayes, Uxbridge and Northolt
- Strategic growth locations: [to be added following LPA data]
- Western Rail Link to Heathrow and Southern Rail Link to Heathrow
- Connecting Southall, Brentford, Hounslow, Feltham, Hayes and Uxbridge with other centres by improving bus services
- Deliver projects identified in the All London Green Grid and River Thames Scheme
- Etc.

**TO INCLUDE ZOOM IN OF
OVERARCHING SPATIAL
FRAMEWORK DIAGRAM
- HIGHLIGHTING KEY
PRIORITIES FOR EACH SUB-
AREA**

Southern Sub-area: Surrey JSPF Priorities

Key projects to be annotated on zoom-in plan once actions finalised – to include:

- Priority town centres: Staines
- Strategic growth locations: [to be added following LPA data]
- Southern Rail Link to Heathrow
- Connecting Staines with other centres by improving bus services
- Deliver projects identified in the All London Green Grid and River Thames Scheme
- Integration of National Cycle Network between Chertsey and Egham into a consistent active transport corridor along the Thames
- Etc.

**TO INCLUDE ZOOM IN OF
OVERARCHING SPATIAL
FRAMEWORK DIAGRAM
- HIGHLIGHTING KEY
PRIORITIES FOR EACH SUB-
AREA**

Western Sub-area: Berks and Bucks JSPF Priorities

Key projects to be annotated on zoom-in plan once actions finalised – to include:

- Priority town centres: Slough, Maidenhead
- Strategic growth locations: Slough Trading Estate and Poyle Trading Estate
- Western Rail Link to Heathrow
- Connecting Slough and Maidenhead with other centres by improving bus services
- Improve green and blue infrastructure links including through Jubilee River and Slough Linear Park
- Etc.

**TO INCLUDE ZOOM IN OF
OVERARCHING SPATIAL
FRAMEWORK DIAGRAM
- HIGHLIGHTING KEY
PRIORITIES FOR EACH SUB-
AREA**

7.9 Monitoring

Monitoring implementation of the JSPF is critical to ensuring that actions are taken and the vision is realised.

Each of the actions contained in the JSPF will be collated in an Actions Tracker, which will be coordinated by the HSPG Executive team, and will be used by HSPG Members to monitor progress against clear accountabilities.

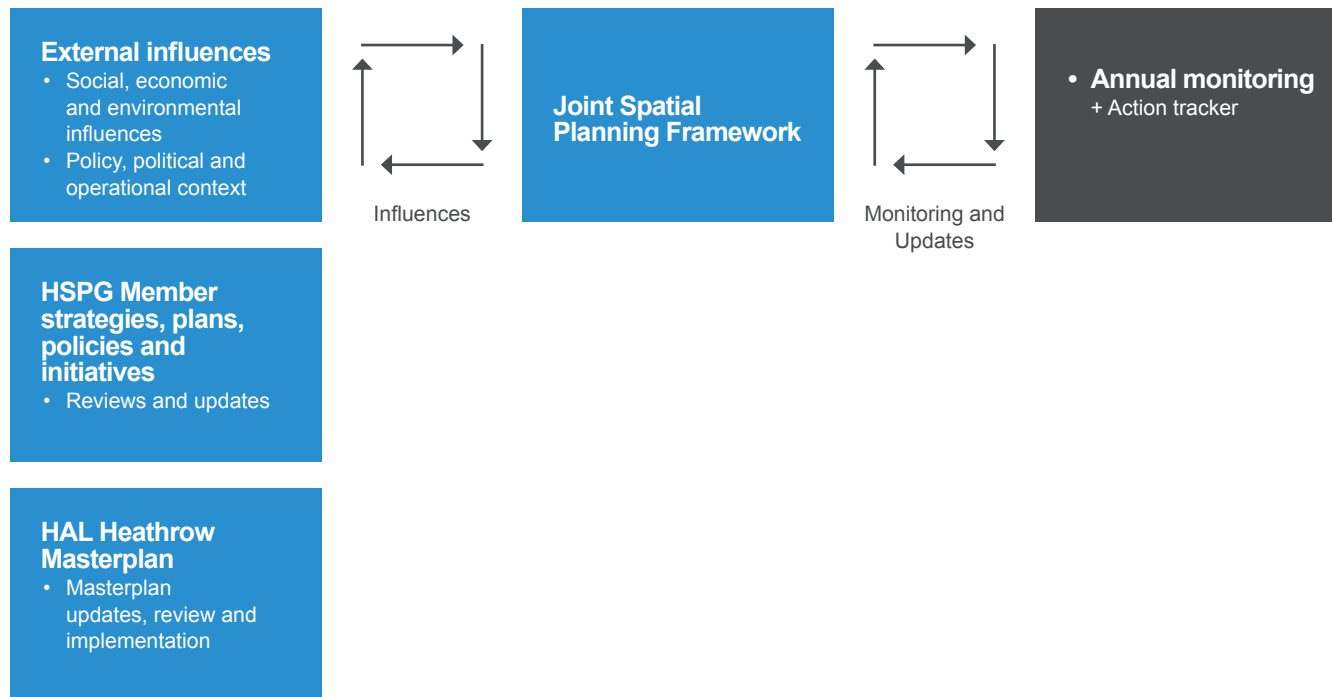
The context within which the JSPF is being applied is highly dynamic, with planned and unforeseen social, economic and environmental influences, with changes to the policy, political and operational

context and in relation to plans for Heathrow’s expansion. For the JSPF to remain relevant it is important that the actions and underlying evidence base are subject to regular monitoring, review and updating. Implementation performance will therefore be reported in an Annual Monitoring Report, which will be prepared by the HSPG Executive team and annually reviewed by the HSPG Leaders’ Board. This will include a high-level review progress review and recommendations for and necessary adjustment and updating. This will include capturing lessons learnt to inform future plan-making.

7.10 Next Steps

The JSPF sets out an ambitious agenda for action for HSPG members to pursue in conjunction with other public, private and third sector stakeholders.

At this stage, the content of the JSPF is in draft form. HSPG members will individually and jointly endorse the finalised document in the first quarter of 2020 prior to the submission of a DCO application for expansion at Heathrow Airport by HAL.



Acknowledgements

This report was prepared by the Heathrow Strategic Planning Group core team in collaboration with Arup following a series of collaborative workshops, input and iterations with HSPG members.



ROBOT 3

ROBOT 4

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Appendix A

Key Green + Blue Infrastructure Proposals

These schedules identify key strategic projects from the Colne & Crane Valleys Green Infrastructure Strategy. Reference the strategy for the full project schedule.

Colne & Crane Valleys Strategy Ref.	Project Title	Description	Key Stakeholders
Whole route A	Continuous Colne Valley Trail	Upgrade existing access routes to form continuous foot / cycle route from Staines to Colnbrook / West Drayton	CVRP
NC004	Old Shire Lane destination / Western Valley slopes	New visitor facility hub	CVRP, HS2
NC005	Enhance Colne Valley views	Enhance sense of place by opening out views through landscape interventions	CVRP
NC206	Woodland management and recreation	Support landowners with better woodland management and improve recreational access	CVRP, landowners
NC211	M25 new woodland planting	Reduce visual impact of M25 and enhance landscape character through planting	CVRP, Highways England, HAL
MC004, MC212	Slough / Richings Park new destination	Opportunity for major new high-quality park, with integrated flood management	CVRP, Slough Borough Council
MC004, MC212	Grand Union Canal Slough Arm	Improve accessibility, biodiversity and management to establish the Slough Arm as a gateway into CVRP	CVRP, Slough Borough Council
MC205, MC206	Green spaces at Iver Heath and surrounding Black / Langley Park	Enhance network and green spaces and recreation trails	CVRP
MC208	Little Britain Lakes Hub	Proposed visitor attraction, with integrated flood management	CVRP
SC103	Pedestrian and cycle links between Colnbrook and Staines Moor	New access links including improved M25 crossing	CVRP, Highways England
SC113, SC114, SC222	Staines gateway to CVRP and associated links	Create new 'gateway' at southern end of Colne Valley Regional Park, with pedestrian and cycle links to Ankerwycke and the Thames	CVRP, Environment Agency
SC219	King George VI and Staines Reservoirs	Conserve and enhance wetlands and waterbodies, including pedestrian accessibility and water recreation where appropriate [mention Heathrow?]	CVRP, Environment Agency, HAL
SC225	River Ash Corridor	Landscape enhancement and improved pedestrian and cycle connectivity	CVRP

Colne & Crane Valleys Strategy Ref.	Project Title	Description	Key Stakeholders
Whole route E	Crane Valley continuous pathway and cycleway	Plugging network gaps and connecting to underground / train stations	CVP
UC004, UC212	Yeading Brook new destination	New waterbodies for water recreation, with link to station	CVP
UC219	Minet Country Park	Enhance country park as community hub, including improved local accessibility	CVP, Canal & River Trust
LC104, LC109	A30 and Piccadilly line crossing	Improved pedestrian and cycle connectivity measures, including new bridge link	CVP
LC114, LC218	Harlington Road underpass and Feltham Marshalling Yard	Potential major new green open space and connectivity, to include new underpass to connect Feltham Marshalling Yard with Queen's Road, centre and station	CVP, HAL
SC203	Heathrow villages strategic enhancements	Enhance Harmondsworth and Harlington Conservation Areas, including potential new visitor hub, improved pedestrian and cycle links and noise attenuation	CVRP, HAL
LC107	Upper Duke of Northumberland's River / Longford River	Naturalise river for enhanced wildlife, pedestrian and cycle corridor	CVRP, CVP, HAL

