

London Assembly Budget and Performance Committee – 7 December 2022**Transcript of Agenda Item 5 – The 2023-24 GLA Group Budget – Mayoral Development Corporations (OPDC)**

Len Duvall AM (Deputy Chair in the Chair): Welcome back to the second part of our discussion. We are now moving to the Old Oak and Park Royal Development Corporation (OPDC) budget. Can I welcome David Lunts, Chief Executive Officer (CEO) of OPDC; Lucy Owen, Interim Chief Operating Officer (COO) and Enver Enver, always a guiding hand in terms of these conversations.

Let's begin with the first question. The Mayor's proposal for a net revenue expenditure of OPDC in 2023/24 is £3 million higher than the forecast expenditure in 2022/23. What will the additional funding deliver?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): In terms of the additional funding, the proposed budget uplift will fund a number of new posts, which have been set out in OPDC's target operating model. That is 20 new posts, which is 12 new posts that we have already recruited to, and eight new posts in the following year. In terms of programme budget, we are going to be supporting the work that we are doing on Old Oak West, which is ramping up delivery to progress our scheme there, including master planning and land assembly, looking at sustainability, progressing plans for a new heat network - which I am sure that we will come on to later - looking at a new baseline study for an engagement to track and measure social value impact on our residents and businesses. There are some costs there for inflation and some additional shared services costs and other corporate operations costs.

Len Duvall AM (Deputy Chair in the Chair): Forgive me, in my anticipation to get on with this meeting, I never offered David a chance to introduce the session, but that is a great introduction to some of the issues that we will be discussing. David, is there anything that you want to add generally about where your organisation is in relation to this particular budget and the circumstances that you find yourself in?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Thank you very much, Chair. I would not mind indulging the Committee if I may for a couple of minutes. I was reflecting that we were here last year, almost exactly to the day, and we had quite a lengthy discussion about the uncertainties that were facing OPDC at that particular time. That came on the back of some quite difficult changes that we had to make as an organisation, a shift in strategy. That was reflected certainly in the two years since I have been CEO in quite a significant reduction in our annual budget, because we certainly did not want to be spending money that we did not need to.

I said at the time last year that we would almost certainly be looking to build additional capacity around our delivery aspirations, subject to a number of things that we needed to try to lock down during the year ahead, the year that has just gone. Reflecting on that difficult legacy and also reflecting on the fact that Old Oak and Park Royal is without doubt London's largest new brownfield development, inward investment opportunity. There is little doubt about that but it is a very difficult, complex, long-term project. However, I am pleased to be here this year and say that some of those things that were headline uncertainties a year ago are now in place.

Over the last year, as colleagues probably know, we have had our local plan adopted. That is hugely important because that sets the framework for our plans. They are now locked down in planning policy and that is very important. We have our first capital allocation, courtesy of the Mayor's land fund, to start some early site acquisitions, and I am pleased to report that that is going well. We have also had government approval for our strategic business case, which was in preparation when I was here last year but we had not had any assurance that it would be supported. That sets the framework for moving ahead with what is now the outline business case and we will be submitting that during the course of next year.

There is more that we can talk about. I can talk, if I get the opportunity, about some hard outputs as well, but there is no doubt now that in order to deliver the next stage of this incredibly complex, incredibly important project for London, we are now at that point where we need to build our delivery capability. That is what is reflected in our budget submission this year. We have spoken at length to GLA finance and we spoke at length to the Mayor and I am pleased to say that we have the Mayor's support for this.

We are also very conscious that this comes in a very difficult budget year. We are not asking for things that we do not feel that we absolutely need. I can promise you as well that if we feel at any point we do not need to spend that money, we will, as we have done in the last two years that I have been responsible for OPDC, not spend that money. We are going to be prudent, but we need to ramp up if we are going to deliver the ambitions that the Mayor has set for us.

Len Duvall AM (Deputy Chair in the Chair): One of those ambitions is about the 1,100 homes by 2029 and the use of the £50 million loan. Can you explain to the Committee how that is working and what you are doing to ensure that you are on course for that delivery, given the challenges that you have outlined of where we are? We are at that very first stage.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): You are right that those are the targets that have been set for us. We are in the process of discussing with various landowners in our patch early site acquisitions. I am confident that some of those will deliver some early results for us. We have presented this to our Board meeting a week or so ago and we have agreed with the GLA and now the Board our current business plan for the use of the land fund. The capital strategy and the drawdown profile for that capital expenditure tracks the obligations that we have to deliver in tranches, that starts onsite for the entire 1,100 and the completions profile by 2029.

That may change over time. A lot depends on how successful we are at early land acquisitions. Some may come sooner, some may get slightly delayed. That is why the business plan is subject to periodic review and agreement with the GLA colleagues here.

Len Duvall AM (Deputy Chair in the Chair): You essentially have two shareholders; I was going to say golden, but they are shareholders too. There is the Mayor, who is one shareholder, then your landholders that are predominantly Government landowners. They should be driving the business. Are you confident that you have the pathways and relationships with the Government landholders? Not the Government that you do business within terms of development but getting the key people to take the decisions on their assets when they want to release them or when they are able to do that? There are two sides of it, are there not? There do not need to be Chinese walls, but are they working together in a way that you want them to work?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Most of the time. You are right. One of the complications here, of course, is that we have, I suppose, two principal Government departments. We work with DLUHC and the Department for Transport (DfT). Obviously, the Treasury is

relevant and the Government's Infrastructure and Projects Authority (IPA) is very involved as well but also a series of Government agencies, Homes England, Network Rail and High Speed 2 (HS2). This is a complicated public sector interface to organise. We have a very organised and, generally speaking, well-oiled collaboration arrangement across the Government departments and with HS2 and Network Rail. That has a series of working arrangements, including a Senior Sponsors Group, which is chaired by the Commercial Director at the Government's IPA. I sit on that, as do the relevant sponsor directors at the DfT and DLUHC for Homes England and HS2.

Just drilling down a little bit more in terms of responding to the question, HS2 has its own arrangements and it has its own requirements and obligations. It is working very closely with us, but it is important to bear in mind that the HS2 land interests at Old Oak are not held by HS2; they are actually held by the Secretary of State for Transport so the principal player there is DfT and Government directly. Network Rail is slightly different because Network Rail currently has its own independent legal status. We are interested in releasing its surplus assets and we are working very closely with Robin Dobson, its new [Group] Property Director. He was down on site just a few weeks ago with [Sir] Peter Hendy - well known to most of the Members here - the Chair of Network Rail and I think we are in lock step with them. Peter was very, very clear about wanting to support the project and wanting to accelerate the process of releasing assets where they can be defined as being surplus. I would not pretend that this is easy or straightforward. Aligning all of those public interests in a sort of arrangement that can then speak to the market to attract the relevant investors and developers to bring the whole scheme forward in a streamlined, efficient and accountable way is one of the big challenges that we are dealing with. It needs to be nailed down next year [2023].

Len Duvall AM (Deputy Chair in the Chair): OK. The OPDC submission finally contains a Capital Strategy, and this shows an Affordable Housing Grant line. What is that referring to and how much funding has been secured? There is a line in your budget that we could not quite understand. It is an "Affordable Housing Grant" and that is how you describe it in your budget line. Please write back to us and explain that to us rather than answer now and trawl through where it is. I am now going to pass on to Assembly Member Hall.

Susan Hall AM: Good morning, thank you. I am going back to the original questions that the Chair asked. You have not published details of your monthly spending over £250 since January this year [2022]. Why is that?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): Apologies if that has not been published. I will have to look into that and get back. We should be publishing it every month. I know there have been problems with the website recently since it was updated with things going live but apologies. I will look into that and report back immediately.

Susan Hall AM: Yes, please, because it is not there. Can you send them straight to us as well?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): Yes.

Susan Hall AM: Of the ten months' spending data for 2021/22 that is available, a total of £1.3 million has been spent on management and support consultancy. What sort of work is this?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): In terms of the work that we have been doing with management consultancies, it is mostly to support the work we are doing on Old Oak West to support the outline business case (OBC) we

are creating jointly with Government. We are also doing quite a lot of work on the scheme development of the land there and preparation for a Supplementary Planning Document (SPD) around Old Oak West.

Susan Hall AM: OK. It is a lot of money so if you could send us a breakdown of details for the next period, please. Your budget submission includes seven key deliverables, which is paragraph 8.7. What KPI or performance measures are you deploying to monitor progress against these?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): We set out at the beginning of the financial year our Management Plan, which sets out the key milestones that we intend to meet over the coming year, which we report on every quarter in our quarterly monitoring. I can send those quarterly reports to you that set out all those milestones and the KPIs that we meet.

Susan Hall AM: That would be helpful.

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): That is all our quarterly reporting, which is published every quarter, and I can send that to you because that sets it out in quite a lot of detail.

Susan Hall AM: Yes, that would be really helpful, thank you, and then we will find out where they are so that we can look them up next time, which is helpful, thank you. Your submission describes the use of £50 million as “the Corporation’s first major investment in the OPDC area”. OPDC has existed for nearly eight years. Would you not say that it is a bit late in the day to be making your first major investment?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, one of the slight frustrations if I am honest about running OPDC is that unlike the other MDC that you have been talking with this morning, it was created in 2015 with no capital budget and no land assets. That has obviously meant that we have had to look quite carefully at how we can assemble the land that we need and achieve the kind of capital programme that is going to be necessary to bring forward such a large and complex project. The first period of OPDC’s existence was very much focused on attempting to get some very early delivery away. That did not prove possible for a number of reasons that have been discussed at this Committee and elsewhere in the Assembly over a number of years.

We have now shifted the strategy over the last couple of years to what I think is a much more credible and deliverable plan, very much looking at assembling and consolidating the public sector land interests, and that is exactly what this budget submission is very much focused on. The big priority next year [2023] is sealing the deal that will enable us to consolidate those 60 or 70 acres of land that are under the control of the Secretary of State for Transport and Network Rail. If we can do that and also assemble a funding strategy alongside that, which we think is perfectly credible, then we will be in a very, very powerful position to drive forward the delivery of the regeneration of Old Oak. However, I am not going to sit here and deny the fact that without land and capital budget it has been a very difficult project to drive at anything like the pace that has been required.

Susan Hall AM: Well, that is right and very expensive for us taxpayers. How much has the OPDC cost over the eight years before making its first major investment? How much has this actually cost taxpayers so far from the beginning? I know it cannot be that much since you have no capital budgets and no land assets so I am assuming it is a small amount.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Well, no. I think since OPDC was set up it is something like £39 million, but that represents --

Susan Hall AM: £39 million. Let me write that down, £39 million --

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, £39 million until the end of last year [2021].

Susan Hall AM: -- and you have no capital budgets and no land assets, right.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): No, but that represents running an organisation that has statutory planning functions over three boroughs. It also represents expenditure in an organisation - and we can talk about the hard milestones and achievements if we need to - that has delivered thousands of new homes and presided over some really important investment in new business, public realm and so forth.

Susan Hall AM: What has it delivered so far?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): It has delivered -- well, we have --

Susan Hall AM: Actually delivered.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): We have delivered something like just over 7,000 new homes through planning consents and nearly 3,500 of those are now complete. We have --

Susan Hall AM: 3,000 completed?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, just over 3,300 at the last count. We have done a lot of work to support local businesses in Park Royal. We have produced a Local Plan that, as I was saying a few minutes ago, is the essential foundation for driving forward the plans that the Mayor has set for us. It is important to acknowledge as well that the principal reason why OPDC was created back in 2015 by the previous Mayor was because the promise of bringing HS2 services, Elizabeth Line services and Great Western services into the heart of this really quite neglected area ought to be the powerhouse for new homes and new jobs.

It is important to acknowledge that until relatively recently - and in fact, I think, until a year last February - there was still no certainty that HS2 would actually be completed and there was a lot of speculation that it may be abandoned. I think that did place a considerable degree of uncertainty over the future of the project and a degree of uncertainty that clearly neither the Mayor nor OPDC had any direct control over. That uncertainty has now been removed, which is very welcome, and since then we have spent a considerable amount of time and a not inconsiderable amount of money re-gearing our plans and strategies to really make this a credible project. We have been working not just with colleagues here at the GLA but colleagues across Government to support the business case that I am happy to say has now been approved at a strategic level and which now needs to be driven into delivery, which is why the budget submission is such as it is.

Susan Hall AM: It certainly does and obviously all the nonsenses with Cargiant did not help, but we have gone over that. Just so I am sure, it is £39 million in eight years. OK, thank you.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Sorry, if I can just clarify, £39 million was up to the end of last year [2021] so if we want to be entirely accurate because I do not want to mislead the Committee --

Susan Hall AM: No.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): -- I think that figure is probably now £44 million.

Susan Hall AM: £44 million?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes.

Susan Hall AM: OK. Shall I wait a bit more and it will go up or is the £44 million -- it has cost £44 million of taxpayers' money over eight years to get to where we are now?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Well, the figure will go up because unless OPDC --

Susan Hall AM: Of course it will. The figure for the OPDC goes up and up and up and the delivery has been more and more disappointing, but I will leave it at that, £44 million. I will scrub out the £39 million. Thank you.

Len Duvall AM (Deputy Chair in the Chair): Well, let us just leave it there. In terms of corporations going back - whether it is LLDC, even Docklands, previous Docklands, or even Peter Lee corporations - is that lead-in time for a project of this nature reasonable or unreasonable? I am always interested in accelerators, but given where you were and you have had to re-change and refocus the strategy, where would you say just as a commentary on that previous years? Given where Boris Johnson MP [former Mayor of London] took his decision of investment, where would that be?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): It is an interesting point. If I think back over my career in regeneration, I think about projects like Canary Wharf, which began as a fairly derelict site. It had some parallels perhaps with Old Oak. That began life as a regeneration aspiration in 1980/81. If you go down there today, it is obviously transformed. It is still not finished and we are, 40-odd years later. I am thinking about King's Cross. I remember in a previous role at the GLA having responsibility for the Planning Team which awarded the planning consent to Argent in perhaps 2006/07. Obviously, there was a considerable period of time before the planning consent was granted so that project is at least 20 years old and it is still not finished. I was on the Board of Barking Riverside for many years. That project began, I think, in the late 1980s/very early 1990s and it is still nowhere near finished.

These big projects take a considerable amount of time so actually in the seven years since OPDC was first set up - which I need to emphasise have not been fallow years - there has been a lot of new homebuilding. There has been a lot of investment and there has been a lot of progress to set the framework for the big strategic changes. That has not been wasted and actually that seven years in the context of a project of this scale and complexity is certainly not out of kilter with any of those big success stories that London now celebrates. To

some extent, I would accept that something like LLDC is a bit of an exception to that rule because, as we know, if you spend £9.5 billion bringing the Olympic Games to London with a hard stop deadline, then you are going to find things happening a lot more quickly. We are fairly typical, I think, in terms of the lead time it takes to get really big projects organised and underway.

Len Duvall AM (Deputy Chair in the Chair): OK, let us move on.

Emma Best AM: Just quickly, David, you mentioned that business case. We were discussing that at Planning and Regeneration [Committee] a couple of weeks back and you said there were a couple of options on the table. It sounded like you had a definitive case of what you are putting through. Is that the case that you are putting through to Government to ask for funding?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): The OBC that we are due to submit around May/June next year [2023] will look at a number of things. The most important thing it will look at is moving forward with the principle that was agreed in the strategic case; that there should be a comprehensive approach to the organisation of the land assets at Old Oak. That is the key point. Quite what form that will take is a matter for the OBC to present and ultimately that decision will need to be taken by Ministers. We are looking at a range of options. One obvious option would be a complete land transfer to the Mayor and OPDC. We are also exploring options like the possibility of land pooling where there is a collaboration between the various owners. It is fair to say at this stage nothing has been determined in terms of preferred options and outcomes, but that work is ongoing and early in the New Year we will start to bring that into sharp focus so that there are clear recommendations in the OBC.

Emma Best AM: Thanks.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): There are also, of course, options linked to that for how a funding strategy might evolve. I think I mentioned last time we met at the Planning and Regeneration Committee that one option would be to supply a fairly substantial amount of subsidy or grant funding in some way to meet the cash flow needs and the infrastructure support for a project like this. Another could be based on the idea that the public sector might want to use its land as a longer-term investment and so make it a much less grant-hungry scheme. There are examples in the public sector of both of those options and others and that is what the OBC is going to have to analyse and come forward with recommendations on.

Emma Best AM: It piqued my interest because the wording you just used sounded like there was a much more definitive business case on the table, but it sounds like you are still working that out. You do not know an amount of money that you are asking the Government to come forward with or a plan that you are asking it to support at this point?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): No. We did quite a lot of work for the strategic case, looking at potential funding options and what might be required. That is all being tested at a deeper and more up to date level because obviously costs and values move quite quickly and that is something that the OBC will settle. However, no, at this point we do not have a firm funding ask.

Emma Best AM: Thanks. That is important to know because when we came and did the site visit you showed us the video where the Mayor calls on the Government to support the project. I think it is very difficult to make that call - saying that now the Government needs to support us - when you are not asking it definitively for anything.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): No, but I think we will be and the OBC will have to define that ask.

Emma Best AM: Yes. The ask in itself sounds as though Government is not supporting you when perhaps it is clear to say that there has not been an ask yet. That is the way in which you should ask, “When we come forward with an offer or with a proposal, then hopefully Government will support it”. I do not think saying “Government needs to support us now” when you are not asking for anything particularly is the right way to go.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): That is a fair comment. I would just add for the record that Government is supporting us at the moment, quite directly actually, through the support we get from Homes England, from DfT and from DLUHC. That is not just staff time but also contributing to the costs of working on the OBC. I am certainly not of the view that Government is refusing to support us. What Government has not yet been asked for definitively is a clear offer or a clear ask around the land and the funding and of course that is what the OBC will clarify in the early to middle part of next year [2023]. At the moment, we have a very structured and successful, I think, relationship with the key Government agencies.

Emma Best AM: Thanks.

Len Duvall AM (Deputy Chair in the Chair): It goes back to the early point. Clearer decision-making by the different partners, both Government and here, is worth a considerable amount of money, of investment, being very clear about that and taking those decisions at the right time. Then there is a separate conversation about whether there is Government grant and subsidy around some of the housing infrastructure or affordable housing offer. They are the two issues, are they not, in that sense? It is good to hear the Government or the agencies are coming - I should not talk about “Government”, but they are Government agencies - to play. It is a win for them as much as it is a win for us in London, is it not, if we can get it right?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): That is exactly right, yes. We can think in rather simplistic terms of “the State”, whether that is London government, national Government, national Government’s agency or the public sector. There is little doubt that if we can come together and create a sensible and fairly simple and straightforward offer that brings together the land assets and a sensible funding strategy, then that will leverage a colossal amount of investment from the private sector. That is the key point here. We are not going to drive this project with 100% from the public sector, but all of our feedback from investors that we talk to and the major developers, some of whom are household names, that are interested in schemes of this scale and complexity, the feedback is universal. This is a fantastic opportunity with a £1.7 billion new interchange and close on 100 acres of development land around it. Why would those organisations not be interested? However, they want the public sector to be speaking with one voice and be joined up. Without that, change will happen at Old Oak, but it will probably be suboptimal and it will be quite disjointed.

Emma Best AM: How do we make sure that we speak with that one voice because it did not sound like it in that video that I watched? I would like to think that we are speaking with one voice and, like you say, you have got a good relationship with Government. How do we make sure that it comes across as though all parties are working hand-in-hand, which it sounds as though they are? How do we make sure that is the perception instead of what I think was the perception from the video we were shown?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): That is really interesting feedback and I take that very seriously. We will look at whether we need to review or revise the communications and the way that we are messaging, but I am saying to you here today that I am not of the view that Government is hostile to this. In fact, I know from recent conversations that the Mayor has had with leading Ministers there is definitely a Government interest in making Old Oak a bit of an exemplar in terms of bringing growth, investment and regeneration opportunities into the HS2 narrative. I will take that away and we will look at whether we need to tweak any of our communications messaging.

Emma Best AM: Thank you.

Len Duvall AM (Deputy Chair in the Chair): Good point, well done. Assembly Member Pidgeon.

Caroline Pidgeon MBE AM: We have started already talking over some of this so I will try not to repeat some of the points that have been raised. I just want to take a step back. We briefly talked about the strategic OBC and it says that was submitted in February [2022] and was approved by DfT and the other department. Is it now the OBC you are working on? I am not a planning expert. Do you want to just clarify exactly what it is you are working on and what the key asks were in that strategic OBC just so we are all clear? Obviously, some Members have very detailed knowledge from the Planning and Regeneration Committee.

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): This is not a planning document, just so you are aware.

Caroline Pidgeon MBE AM: Right, OK.

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): What this is is the business case to Government in terms of the ask to consolidate land and then, as David was saying, potentially a funding package to go alongside that, depending on what is needed. It is the best practice set out by the IPA in terms of business case preparation prior to any public money being spent and that is the process we are following. The strategic OBC sets out the what, so the ask of Government, which was approved, as we said, in February [2022], and that was the principles of what we want to do at Old Oak West. The principle of consolidating land was agreed and looking at the redevelopment in Old Oak West in a comprehensive way rather than piecemeal development. That was agreed and the principle of looking at some type of funding package and the best way of funding that. The strategic OBC sets out the what and that has been approved. That is one gateway, and it does get complicated.

You then move to the next stage, which is the OBC, and that is what we are doing now, as David said, working very closely with a team from Homes England, from DfT and from DLUHC. We work together and we have working groups all the time together, so it is a really good, collaborative team. That is going to set out the how, "How do we do it?" The principle of land consolidation has been agreed, "How do we do that?" Then there is work ongoing, "How can we do that and how will that be attractive to the market?" The principle here is that then we need to look at a developer who is going to be interested in taking this development on. There is lot of work going on, that "How we do it? How can we fund it?" and all the different funding streams, as David said, the ways it could be looked at. Then there is "How we will manage it?" so the management case of how we do that and how the governance will be set up. It is high-level, there is lots in it, but there is lots going on, the infrastructure costs, and so on. That is all the work we are doing now very collaboratively with Government.

Caroline Pidgeon MBE AM: Great, I have my head around that now. Yes, the planning was the separate thing, which you got through. Yes, great. That is where you are with that. The Government said “in principle” agreement to consolidate the land into single ownership. What does that actually mean? Is it just “We’re happy for you to proceed?” or is it really, “Yeah, this is where we’re going”? What does “in principle” mean?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): It really means that if we take a step back, one thing that absolutely everybody agrees on is that this part of London is going to change because you do not put in an enormous great station and infrastructure without change. There is going to be a lot of interest in new homes, new jobs and all the rest of it, but it is currently quite a disjointed, difficult site and there is a need to get a strategic level of infrastructure into this place. There is a need to kind of curate it so that we do not just get a series of one-off development sites that do not create a really great new urban district for London. Really, that is what the strategic case agreed. OK, the strategic case accepted that that process of change needs to be managed --

Caroline Pidgeon MBE AM: Co-ordinated, yes.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): -- rather than just happen by accident. The question now is, “Well, OK, that’s right. How does that actually work?” Does that mean, as I was saying earlier, that the land - lock, stock and barrel - has to be transferred legally to OPDC? Is there another way that might bring the land in in a much more phased way where you control the way that the land comes in with a guiding hand, but you do not necessarily need to legally transfer it. That is exactly what the OBC is examining and at this point I do not know where that will land because the decisions have not been taken. It is complicated, but it is fascinating because we are actually talking, as Lucy says, now not so much about “Is this a good idea?” but “How do we make it work?”

Caroline Pidgeon MBE AM: It is the mechanics of it and this has been the age-old problem every year when we see you at this Committee. You have this memorandum of understanding but what value is that and how can you actually build out your vision? You said early in the New Year you are going to hopefully have more ideas around this. Are you looking at other places? Have you looked obviously at LLDC on our doorstep, Royal Docks. Are you looking internationally at other experiences where there are complex landholdings to see if there is a model there that might work?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, very much so. One of the things that we have done in preparing this budget submission is spend time talking and looking to other organisations in London, so obviously LLDC and I mentioned Barking Riverside. We have looked at what TfL is doing. We have looked across the piece at where there are examples of projects at a similar scale and complexity and if there are any to try to get some idea about resources, whether what we are looking for in terms of additional resources matches what is good practice elsewhere. We have done that kind of stress testing. In terms of looking at other examples of how projects are assembled where land and funding issues are quite complicated? Again, very much so. Someone that we have spent a lot of time talking to is Peter Freeman, who is the Chair of Homes England, and Peter put together the King’s Cross scheme for Argent in his private sector days. That has been really interesting because that is quite a relevant example in some ways because the public sector did have a major interest there with Railtrack/Network Rail and London Continental Railways, which is the Government’s kind of transport development company, and they chose to effectively pool their land so Argent had control of the overall scheme and that meant it could deliver something that was comprehensive.

We have looked at and we have spent quite a lot of time talking to colleagues who are also running major HS2-related schemes in the Midlands in particular. We have been up to Arden Cross to talk to the people that have done a land pooling agreement there. I am happy to say for them it is a less complicated one than the one we are looking at, but there are some interesting lessons for us. Therefore, yes, we have used a lot of experience from London and elsewhere.

Caroline Pidgeon MBE AM: It is to come up with that and at the moment you do not have a preferred option and you are working through all these different complexities?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes.

Caroline Pidgeon MBE AM: Presumably, for those who own the land some of it is about how they capture value.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Exactly.

Caroline Pidgeon MBE AM: If you look at the Elizabeth Line, actually they did not get the full benefit because all the buildings are now going up above the stations and the public gets none of that.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): That is exactly right. I have said before. It is quite unusual when you have a project of this scale, particularly in London, to not have a major headache for how you fund the transport that you need. We have the opposite problem here, which is a very nice problem, but the problem here is how do you capture the value and exploit the value in the best possible sense of that colossal taxpayer investment in infrastructure? We have turned that on its head. We do not have the sort of problems that Battersea, Nine Elms or Barking Riverside have had. The transport will be there. How do we make the best use of that and how do we assemble the public sector in a way that will convince the market that it is simple enough to understand? However, the public sector still has its accountability for the investment that it has made and the returns that it will be seeking.

Caroline Pidgeon MBE AM: This year is critical in getting this all together by the sound of it?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes.

Caroline Pidgeon MBE AM: It sounds like in a year's time when you come back before us we should have seen some real progress on this and actually have "This is how it is going to work". Is that right?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): I would be disappointed if we could not be in that position in a year's time. I should add - because I think it is relevant at this point - that although at this point there is still some risk around this, things are going well. We do not have the case agreed, but one of the things that Government colleagues are certainly looking to the Mayor to provide here is a real demonstration that the capacity and capability at OPDC is such that if the deal is struck or when the deal is struck we are in a position to deliver it.

Caroline Pidgeon MBE AM: You are ready to go, yes.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): That, I think, is one of the reasons why the Mayor was happy to provide some early capital funding and why he has been happy to endorse the draft budget submission.

Caroline Pidgeon MBE AM: Just going through the strategic OBC, you use the Five Case Model, which Treasury supports, but in there in the financial case you really stress “the greatest possible contribution by the private sector”. What do you mean by that?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Do you want to take that, Lucy?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): Part of the five step business case is looking at the financial case. We are working very closely with Homes England and DfT, particularly Homes England which is providing some expertise on financial modelling. What that looks at is exactly as you said, “What are the values that the different landholders want to get out of their land? How can that be developed out?” Therefore, how much is the public sector willing to put in and how much is the private sector willing to put in terms of their investment? How much debt are they willing to put into the scheme at an early stage? Then obviously there will be a share of risk and profits at the end of it. There is very complex viability and modelling going on, looking at lots of different options and we have a great team from Homes England which is doing that jointly with us to look at that for the business case.

Caroline Pidgeon MBE AM: Right, so it is not clear yet what that will be again?

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): It is not clear yet what that will be, but there are a lot of options. It is very complicated in terms of the options to find the best value model, which means that we get the biggest benefits and this links in terms of the economic case as well for the public purse and the public benefits as a whole. It is not just cash. It is those wider public benefits as well that we are looking for for the development and regeneration of Old Oak West.

Caroline Pidgeon MBE AM: Over the next year you have your budget, which is to develop this OBC. You get that sealed with Government and all those agencies, you know we have the land, you have your plan now and then you would be ready in theory to roll. Do you have a master developer? Are there potential partners? Where are you with that? You could get everything lined up and then if you have still got that process to go through it could take considerable time.

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, and that is why we have been very clear that we do not simply want to sequence this one step taking place after the other. We are compressing this and we have worked quite hard with Government colleagues to really streamline the process. Yes, the OBC is absolutely crucial and that runs at one level. The other thing that is crucial now that we have the Local Plan adopted is to establish an SPD, which will provide a lot more detail about the kind of scheme that will sit underneath that overarching planning policy framework in the Local Plan. In the early New Year, we are going to be spending a lot of time working with local community groups and residents, really fleshing that out. That SPD as well as a successful outcome from the OBC is what will then underpin our ability to go to the market with credibility to procure an investor and development partner. Incidentally, just for completeness, that will also enable us to take a more assertive position in terms of land assembly because we may quite possibly need to think about utilising compulsory purchase powers. Without the OBC and without the SPD, that would be very difficult.

Caroline Pidgeon MBE AM: In your budget for the year, presumably you are stepping up your Planning Team to help with that SPD and the engagement with the communities. Is that right?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, we have a fairly well drilled Planning Team already and I am happy to say our Director of Planning is sitting behind you. It is so well drilled that she is able to take the morning off and sit here and listen to us. We have the resources in terms of staff to deal with the SPDs. We are asking for some additional programme budget to support that process for next year, but the main additional capability that we are asking for in terms of staffing is very much around the Development Team. It is Project Managers and colleagues with the technical ability and experience to really help to drive our planning and delivery of infrastructure, of design work, of procurement, and those areas where we feel at the moment we do not quite have the resource that we need.

Caroline Pidgeon MBE AM: Just finally, when do you think you will be going out to look for this investment and development partner?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): We are going to start that process next year [2023]. In terms of initial structure, we have already had some semi-structured market engagement and we have been doing that in a fairly consistent way, but we are going to do that in a more meaningful sense in the later part of next year. Then on the programme that we have, we will be going into hard procurement, expressions of interest (EOI) and all the rest of it. Early 2024. That is the current programme.

Caroline Pidgeon MBE AM: That is what you are working to. Lovely, thank you for that.

Len Duvall AM (Deputy Chair in the Chair): Assembly Member Hirani.

Krupesh Hirani AM: Just to touch on the point you made previously about community engagement as well, the OPDC has been formed and has been in place for many years now and as the years go by obviously new residents' groups and new businesses will come into the area as well. How are you ensuring that you are keeping up to date with what is happening in the local area and keeping any new groups informed and engaged in the process as well?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): We have a very active and well-engaged Community Support Team at OPDC and I would say that we have, certainly in my career experience, something that I would say is very best practice in terms of community engagement. It operates at a whole number of levels. We have digital communications, we have print communications, we have an awful lot of physical meetings and we are always available. I think we have a pretty good intelligence about who the different community organisations are, who the movers and players are, who is new on the scene and who may be leaving the scene. We have a very, very successful Community Review Group, which is drawn from local residents and workers, who have a very structured and a really important role in advising our Planning Committee before decisions are made. That is something we are very proud of. We had a huge engagement process in the drafting of the Local Plan. As I mentioned a few minutes ago, just after Christmas [2022] we are going to be launching a really extensive and intense programme of engagement with local residents and businesses to work up what will become the SPD for Old Oak West that I just spoke about. I would not deny that there are sometimes some who claim that we are not as engaged with community groups as we might be. I would be very happy to suggest otherwise.

Krupesh Hirani AM: I am glad you mentioned that at the end as well because Members of the Committee have received correspondence about engagement and local plans from the Old Oak Neighbourhood Forum regarding the OPDC, raising some concerns. One of the concerns that they raised was the MDC model versus borough model. There have been so many changes since the original Plan and I know there was reference given earlier to Cargiant, which was supposed to be part of the original plans and there have been some major changes as a result of the land complications, which we completely understand. What is the value of the MDC model versus the borough model now, given the changes from the original plans, and are you still confident that is the correct model for this development?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): It is a really important question because it does feel to me that there always needs to be a compelling and robust answer to that question. Otherwise, things should sit with the established local democratic organisations, which are local councils. That is why MDCs do not exist all over the place, I suppose. You have to make the case as to why there should be a special arrangement put in place and I think in terms of Old Oak and Park Royal, that case obviously was made and was approved back in 2015. It was subject to a quite extensive consultation. I think the reasons for it were firstly that this was always going to be a very challenging regeneration programme that requires dedicated resource and focus on one area. That is one argument. The other is that our area spans bits of three boroughs, which makes it very difficult to co-ordinate activity and really provide that integrated leadership across three separate autonomous boroughs.

Thirdly, if you are going to create an MDC and effectively take those planning powers away from the local boroughs, then you need to do that with sensitivity and understanding and also ensure that your relationship with those three boroughs is as close and as meaningful as it can possibly be. That is one of the reasons why the three borough leaders sit on our Board. It is also the reason why we do delegate back quite a lot of planning decisions to [the London Borough of] Ealing and [the London Borough of] Brent. It is also why we spend a great deal of our time working closely with colleagues in those three boroughs. It is also why we have offered, particularly with the new plans being more focused on the Ealing end rather than the Hammersmith end, a dedicated secondee for Ealing Council to have a senior officer sat in our team. Those are the reasons why an MDC is relevant.

I suppose the final point I would make goes back to this issue about attracting very considerable amounts of private investment. If you are going to have the best possible opportunity to attract the best possible investors on the best possible terms, having a dedicated agency with statutory powers really helps. Certainly that is the feedback from all the organisations in the private sector that we have been speaking to.

Krupesh Hirani AM: Thank you. You have referred to the adoption of the OPDC local plan and you referred to it throughout. What are you now going to do to accelerate the pace of development?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): That is absolutely at the heart of this budget submission. In terms of accelerating the pace of development, we want to turn the discussion that we have been having over the last year or two about the need to assemble a strategy that can then become a delivery plan into that delivery plan and start to get on with it. The resources that we are seeking to add into the OPDC's capability in this budget submission are all about delivery. The vast bulk of them are in the delivery team. Those that are not are mainly in things like programme management so that there is an effective and joined-up management of the delivery effort.

As we were saying a few minutes ago, this is all about getting a deal to get the big raw material on the table and under control, the land and the funding, and then really getting out to the marketplace to find investment partners and delivery partners.

In the meantime, that does not mean that it is all jammed tomorrow, we are going to be getting on with the site acquisitions using the Mayor's Land Fund money. We are going to continue to be working very hard to get more developers on site. In the last couple of months we have approved 600 to 700 new homes. Therefore, there is real investor appetite at the moment and we are doing everything we can to promote that activity. I know it is an invitation that we have extended to this Committee once or twice, but please do come down and see what is going on because we would love to host a visit.

Krupesh Hirani AM: Great. You have already mentioned private sector investment as well, but are there any other sources of funding, which the OPDC are currently pursuing?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes. We have been quite successful attracting certainly modest amounts of specific grant income. We have had money from the Heritage Lottery Fund; we have had money from the GLA; we have funded things through the Great Places Scheme, the Good Growth Fund. We have secured funding from HS2, which helps to support some of our business and community activity. We are very interested in planning income as well. One of the things that we will be doing in the next year is introducing - subject to the relevant consultations - a new Community Infrastructure Levy charge. We think there is scope to increase the amount of income that comes through the planning system. We are always on the lookout for new funding opportunities and we will continue to do so over the next year.

Susan Hall AM: David, you sound very confident that the OPDC has the capacity and the experience to deliver the development opportunities, is that right?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): What I have said is that I am confident that, with the additional capacity that we are looking to bring into the organisation, assuming that our budget is approved, then I am confident, yes.

Susan Hall AM: OK. Is the Mayor confident with this?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): He has expressed his confidence to me and the Chairman of my Board.

Susan Hall AM: That is good. When did you last see him?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): About six weeks ago.

Susan Hall AM: With regard to this?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Four, five, six weeks ago, I cannot remember exactly.

Susan Hall AM: He is confident, you spoke to him about this and he is confident?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, at some level.

Susan Hall AM: OK, that is what I wanted to know, thank you.

Len Duvall AM (Deputy Chair in the Chair): Assembly Member Pidgeon.

Caroline Pidgeon MBE AM: I just wanted to go back to the point about your work with community groups and so on, because in some of the information we have received ahead of this meeting, let me quote one point that has come to us,

“The quality of communication and community engagement work undertaken by OPDC has never matched that of the better London boroughs. There was a commitment in 2014 for an OPDC community charter. This was not carried through. Promises for staff and/or financial support to local groups have not been honoured.”

Could you respond to that and assure us that you are going to refresh your community engagement work ahead of this next important phase?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Just over a year ago the Board approved a new community engagement strategy. Very happy to share that with Members after the meeting. Again, that is a best-practice document. I think I know where those comments have been received from and that is the organisation which, over the last six months, we have sent 27 separate responses to. We have met with that organisation 11 times over the last six months, 11 times. A member of that organisation also sits on our community review group.

I would challenge a lot of the things that are being stated here. The individual that sent those comments in we know very well, we do tend to hear from him on a weekly or twice-weekly basis. That individual does have some quite different views about what should happen in our area and that perhaps somewhat influences the tone and tenor of the comments that he circulates.

Caroline Pidgeon MBE AM: I just wanted to get some clarity, given we had that information, thank you.

Len Duvall AM (Deputy Chair in the Chair): We are moving on to the last section and it is Assembly Member Russell.

Caroline Russell AM: I am picking up on the climate budget and was very glad to see that come through at 3.15pm on Monday afternoon. You outline three projects that are all focused around energy, there is the Local Area Energy Plan, which is working with nine West London boroughs, along with the GLA. You are planning to develop resilient, affordable energy and a pathway to net-zero. That is within the context of West London's problems with electricity infrastructure. Therefore, you are looking to reinforce the conventional grid, manage demand, and bring both storage and renewable sources online to support growth. Is this a heat network?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): There is a number of elements to this. The Local Area Energy Plan is a much more comprehensive piece than just the heat network. That is looking at the short, medium, and long-term energy requirements, not just for our area, but for a wider area still. That is also very important in the context of what has been quite widely reported constraints in terms of electrical capacity in part of our area, not the whole of our area. Scottish and Southern

Electricity Network (SSEN) has some real capacity constraints and we are working very closely with the west London boroughs and the GLA to try to understand exactly what that means.

Caroline Russell AM: Therefore, that part of the budget proposal is like a piece of work to make plans?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Exactly. It is a crucial piece of the infrastructure planning that will be relevant to our area as well as beyond. The heat network sits within that, but it is a very specific project.

Caroline Russell AM: That is the Old Oak and Park Royal Energy Network?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, it is. That is a plan to take surplus heat from the growing number of data centres in our area and, instead of seeing literally gigawatts of surplus heat disappear into the atmosphere, see if we can recycle that heat into a local energy network. If we can make that work, that will be a terrific piece of infrastructure, because it is making use of energy that is otherwise wasted. It will also, as far as we understand it, probably be a UK first.

Caroline Russell AM: I was going to say it sounds very pioneering. This is a first project, there is no precedent for doing it, for recovering the data centre energy?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): As I understand it, there may be one or two examples elsewhere in Europe, but nothing that we are aware of in the UK. With these concentrations of new data centres emerging, if you do have the opportunity either to retrofit or, in our case particularly, to plug into new developments, then it just seems in conceptual terms to be a really simple and straightforward thing. It is much more complicated than that and that is what we are trying to --

Caroline Russell AM: I was going to say, nothing is ever as simple as that. Have you compared or are you going to be comparing recovering data centre heat with the kind of investment that you might put into ground or air-source heat pumps?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes. We are going to have to demonstrate that because of course the default position now pretty much is air-source heat pumps for most of the residential development. One of the reasons why we are so keen to crack on quickly with the heat network project is that, if we can get through the next stage of the process and make this a deliverable project, then we can insist that new developments tap into that. If we cannot do that quickly enough, then they will be spending their money on air-source/ground-source heat pumps and it will be too late. There is probably a sweet spot for us to hit, which is why we are really accelerating the process of scoping out whether we can make a heat network operate.

Caroline Russell AM: Are you also looking at the benefits of the canal for heat recovery?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): We have done that and I cannot remember what the answer was, but I know it was not straightforward.

Caroline Russell AM: The numbers may well have shifted given all the changes in the energy pricing and the fact that fossil fuels and the gas prices have gone up so high. It would definitely be worth checking on the canal. Why I am asking these questions is I am just worrying about the risk that, if there is a recession and data centre growth does not keep going with the current trajectory, then you could end up having a system where

you are trying to provide heat network energy but you could end up a bit stuck, like we have just heard from the LLDC that they went all in on gas and that has caused them problems. Whether you should be trying to build in some resilience with a multiplicity of different sources, you have the canal, that is a really useful source for heat recovery, you have the potential for air and ground-source, and the data recovery, and perhaps if you are working with them together that might hedge against risk. None of us foresaw the Mini Budget and very few people foresaw the massive rise in gas prices that we are facing at the moment. Are you thinking about that kind of resilience?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): It is a really important question and thank you for reminding me to go away and find out whether we can tap into the canal because that is something that we need to look at. In terms of the resilience point, again it is a really well made point because at the moment our assessment is that the existing data centres probably have the capacity to generate sufficient surplus heat to power up our network. We are pretty confident the existing data centres have that.

However, a question that has been asked - and we do not really have the answer to this at the moment - is over the next ten or 20 years will these data centres become a lot more efficient and start to reduce their excess heat? Are there other potential sources that you could plug into a network? Ultimately, a heat network is quite a simple thing, it is pipes really. It is how do you get the energy into that network in a way that is resilient and can be sustained over 50, 60 years or more.

Caroline Russell AM: Yes, and that does not leave you entirely dependent on one thing where its circumstances might change. There is a very simple table for your budget, for the climate budget, and it says that you are going to be spending £2.3 million in the first year and then £60 million a year for the next three years. It says,

“The net financing requirement for delivery is proposed to be funded from an application to the Mayor’s Green Bond, the UK Infrastructure Bank, or private sector funding totalling £140 million with the type and profile of funding dependent on the preferred delivery vehicle option taken forward. This is supplemented by £30 million grant funding from the Green Heat Network Fund and £10 million from carbon offset receipts.”

Are there any risks around those sources of funding?

David Lunts (Chief Executive, Old Oak and Park Royal Development Corporation): Yes, there are. The heat network project is at the moment contingent on a successful bid to the Government’s Green Energy Network Fund. That is a funding pot that we have been encouraged to bid for. Therefore, we need to get our bid in by February and we are working hard on that. That, if it is successful, will give us, along with the carbon offset funding that we mentioned, the £10 million, that should give us enough to get on with what we call the commercial stage of the process. That is the bit that gets you from something that looks like it should work to a point where you have something that is potentially marketable.

Assuming that we are successful with the Green Heat Network Fund and the commercialisation phase, then you are into the capital expenditure (CapEx), which is, on current costs, estimated to be something like £180 million. We know at this point that the most likely way that would come forward is some sort of partnership between the private sector and the public sector, which is very much why we are talking to the GLA colleagues about the Green Bond sorts of funding. Therefore, there are various steps on this journey, but the first crucial step is getting successful access to the Government’s Green Energy Network Fund.

Lucy Owen (Assistant Director of Group Finance and Performance, Old Oak and Park Royal Development Corporation): What David said is absolutely right. However, it is worth saying that in terms of risk, the Green Heat Network Fund is a limited pot, and it will run out, which is why we are looking to do this work to bid into it very early in the new year. That is one of the risks that we need to make sure that we bid into it quickly because it is a limited pot.

Caroline Russell AM: Thank you. Enver, did you have anything you wanted to add on the climate budget?

Enver Enver (Assistant Director of Group Finance and Performance, Greater London Authority): No, I am just happy with the direction of travel really that we are having these rich conversations here, which we have not done in previous years, therefore it has achieved what it needed to do to have this conversation, and of course they lead to further savings down the line, which we can come back to, and of course moves us one step nearer to net-zero. However, the particular projects they have talked about here, we are having active conversations. We are hoping that the Green Finance Steering Group, which meets tomorrow, should start to bring forward some options as to which are the ones we are going to want to explore and that hopefully the Mayor can announce over the coming four to six weeks through the budget process. We are looking at some of the frontrunners and this is one of the ones that is being taken seriously to at least give it a bit of pump-priming money so that the business case can be made to attract the joint venture commercialisation.

Caroline Russell AM: Thank you.

Len Duvall AM (Deputy Chair in the Chair): There are a couple of outstanding very quick issues. We have had two submissions. It is not for our Committee to decide whether these submissions, or even to do a response, but the members of the public have taken the trouble to write to us. What I am suggesting is that we pass to you a copy of these submissions that we have had and that you produce a response to each of those issues, which we would like to include, the version from the community and a version from you, in responding to the points they raise. The other one is more academic but no doubt you will see and respond to that. We just want to make sure there is something that goes on our website in terms in respect of this meeting because they have taken the trouble. You may wish to put it on your website but that is a matter for you. We cannot compel you to do that. In the openness and transparency that we are all striving to do.

Lastly, can I just thank you and thank you, Lucy, for stepping in, in terms of the last minute. Thank you for the way that you have answered our questions. We will be writing to you with some additional questions that may arise once we have thought through some of your answers and seen that and we will come back to you.

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