



A TIMETABLE FOR 2018

Winter 2017/18

Hertfordshire Infrastructure Charrette

FOREWORD FROM NEVILLE REYNER
Chair of the Hertfordshire Chamber of Commerce

On the 23rd November 2017, Gascoyne Cecil Estates and the Hertfordshire Chamber of Commerce held the second Infrastructure Charrette at Hatfield House Riding School. This was well attended by stakeholders from across Hertfordshire. Both Gascoyne Cecil and the Hertfordshire Chamber firmly believe that infrastructure is the key challenge for Hertfordshire as the county moves into 2018 and beyond.

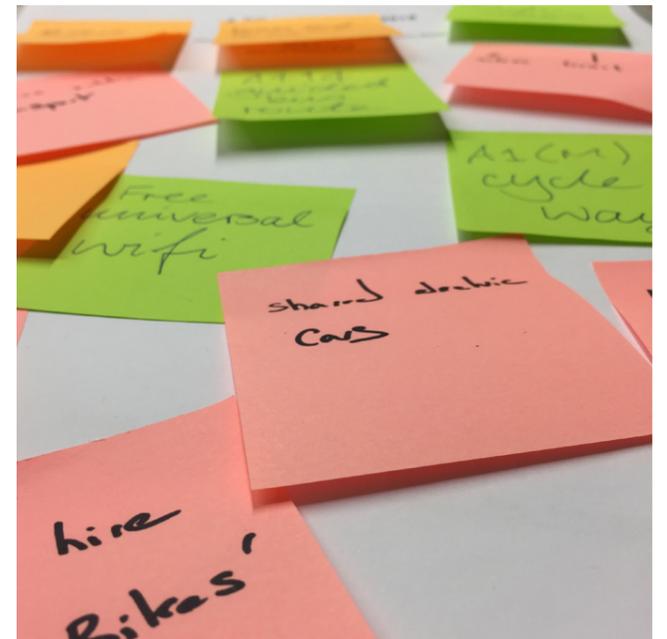
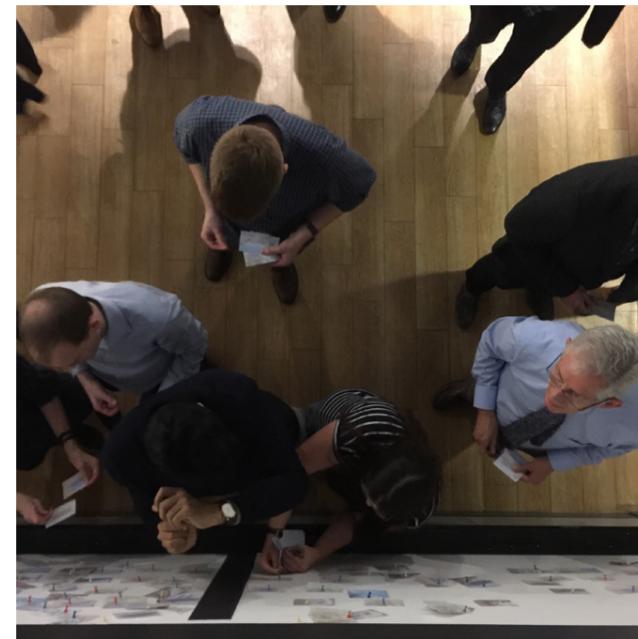
Here in Hertfordshire we are situated more or less in the centre of the Golden Triangle of Cambridge-Oxford-London, as you will see on page 4. This presents us with great opportunities and the ability to attract investments in the pursuit and adoption of new technologies.

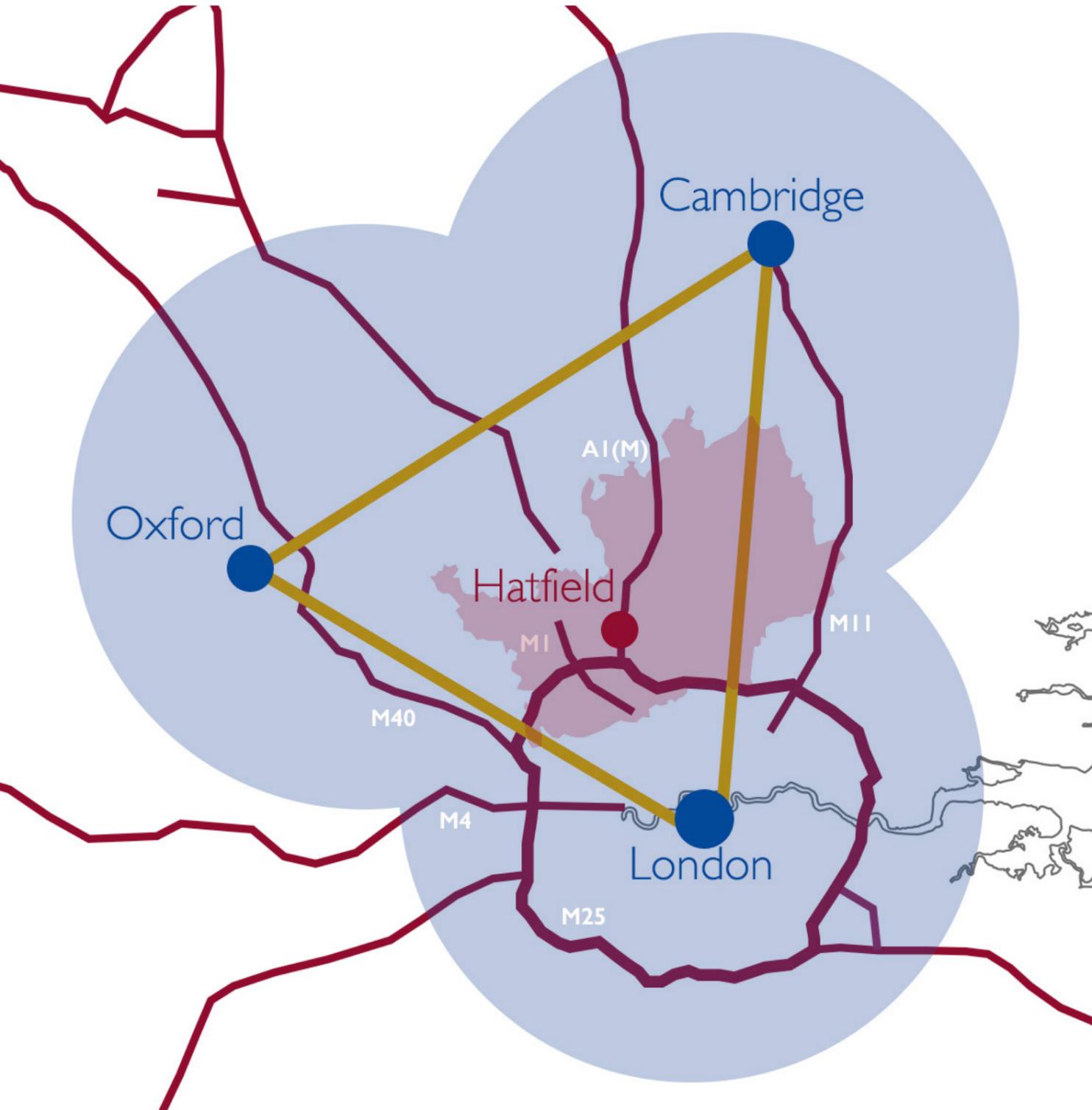
Hertfordshire is crucially positioned to address and take up opportunities that emerge in the coming years. In saying this we do have a number of weaker spots in our infrastructure. East-West transportation links are a prime example of this.

As mentioned in the *Conclusions & Next Steps* of this paper there is a need to look at a range of local issues and solutions. For example, an Integrated Transport Network, how we can support the county's existing and future generations into tomorrow's world embracing the Digital Economy and lifelong learning whilst at the same time keeping and maintaining flourishing green infrastructure and a resilient water network.

It is my firm opinion that this requires joined up thinking and a joined up plan which is developed going forward with all stakeholders across the County of Hertfordshire. The County's motto is, after all, the *County of Opportunity*. Both Gascoyne Cecil Estates and Hertfordshire Chamber of Commerce hope that this series of Infrastructure Charrettes might help to assist and build the kind of Hertfordshire that we and future generations might all welcome.

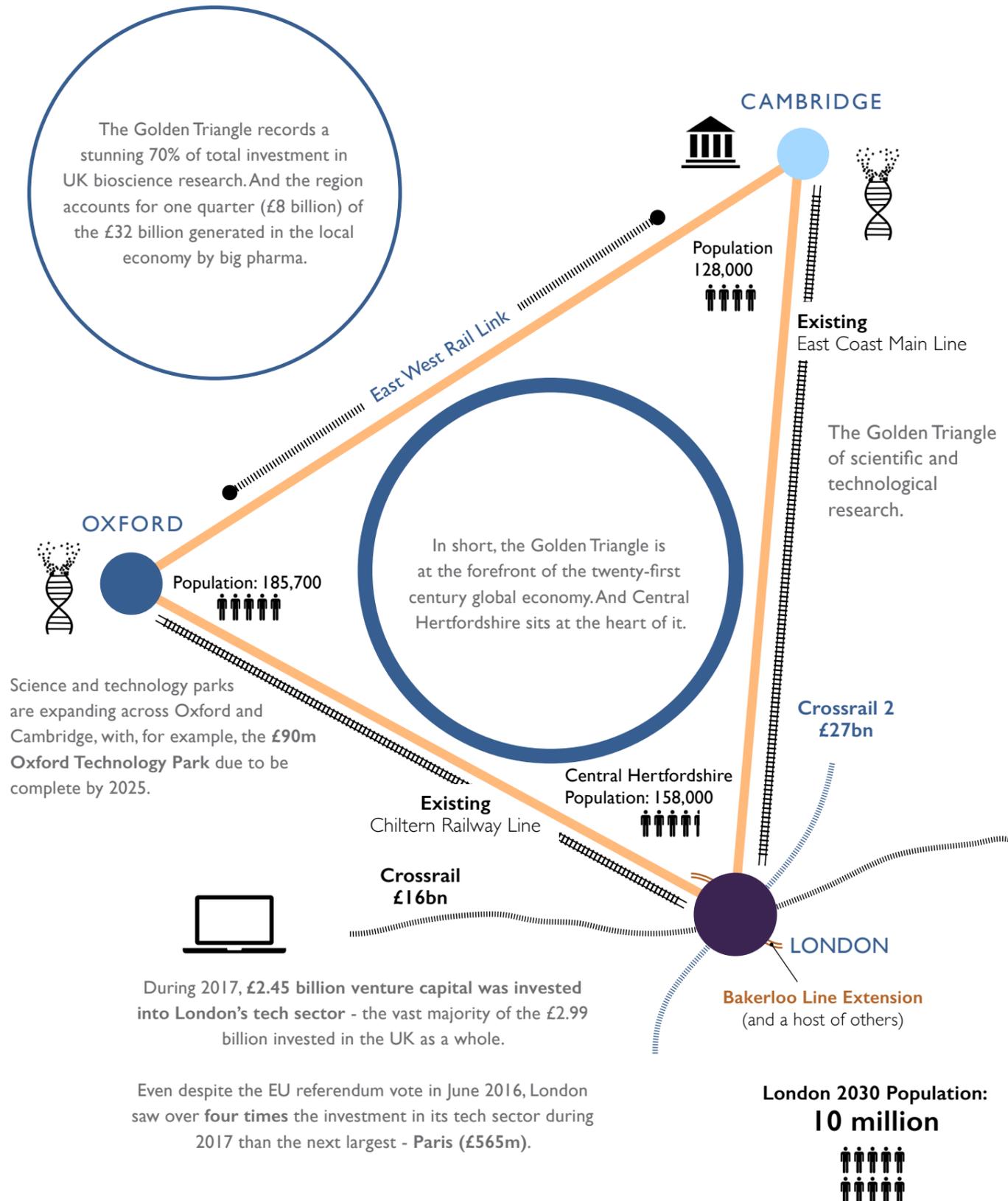
Neville Reyner
Neville Reyner CBE DL





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GEOGRAPHICAL CONTEXT



EXECUTIVE SUMMARY

On 23rd November 2017, Gascoyne Cecil Estates and the Hertfordshire Chamber of Commerce hosted a second infrastructure charrette. This brought members and officers from district and borough councils from across Hertfordshire alongside significant local institutions such as the University of Hertfordshire and the Royal Veterinary College, together with a wide range of local and national enterprises. Strong attendance at this event seems to endorse the suggestion that people across the county consider a wide range of infrastructure topics to be important and essential if Hertfordshire is to flourish.

Priorities

The consensus was that it would be useful to investigate participants' motivations for being involved and thereby try to bring focus to a very broad subject. Before this, however, Gascoyne Cecil and the Chamber conducted an initial assessment of key infrastructure topics, termed the *Building Blocks of Civilisation*. Aiming to demonstrate the difficulties which governments face in prioritising one vital aspect of infrastructure over another, participants were asked to pin up each building block in order of importance. Some interesting themes emerged, demonstrating that we generally deem **transport** and **fulfilling work** to be overriding concerns ahead of other important components which affect our daily lives.

Motivations

Outcomes suggested that for the most part we are motivated by a desire to ensure succeeding generations have the same opportunity to flourish as we have, if not better: to ensure they have sufficient resources, education and aspiration to live prosperous and fulfilling lives.

At the same time we are aware that we all exist as part of a larger ecosystem. In the words of one participant, that "we all have to live together, so we should live together as harmoniously as possible". Business owners are aware that well-designed and efficient infrastructure is vital if they are to maintain their capacity to attract quality employees, or to enable clients and customers to move around, driving economic progress for individual businesses as well as the wider economy. Local authorities are mindful of the need to facilitate this to ensure the continuing resources (from tax receipts to the buy-in of constituents) required to build and maintain the kind of environment in which we want to live.

Next Steps

We are suggesting a series of four events throughout 2018 - keeping as closely as possible to the 2-hour model adopted to date to ensure we cover ground rapidly and do not unnecessarily monopolise diary time. Feelings at the last event suggested that our initial focus should prioritise matters of **transport** and **fulfilling work environments**, and opportunities to create a vibrant economy. We shall begin 2018 with a charrette on an **Integrated Public Transport Network**, followed in the Spring by an event to explore what we mean by **Fulfilling Work**.

Expanding on **super fast broadband**, it may prove useful to focus the third charrette on the **Digital Economy**, before exploring how either a **Resilient Water Network** or **Lifelong Learning** in our communities might ensure that future generations, as well as ourselves, are able to maintain fulfilling work throughout our lives. These later sessions can of course be decided upon and confirmed later in the year.

It remains the hope that, over time, this forum can make a valuable contribution to how Hertfordshire identifies and delivers the infrastructure it needs to meet the challenges of the twenty-first century with care, with rigour and with success.

"I want a world where my children have a future."
Infrastructure Charrette #2 Participant

A ROADMAP for CHANGING TIMES

We live in fast-changing times.

Local Plans are progressing across the districts and boroughs of Hertfordshire. By 2030, it is likely that delivery of these Plans will be coming to fruition, and tens of thousands of new homes will have been built across the county. Growth will come from elsewhere as well, as the population of London threatens to surpass 10 million within the same timespan. By 2030, we will have seen our county change around us. The object of these Infrastructure Charrettes has been to consider how Hertfordshire might respond to and drive such change, to ensure the change we experience is of positive benefit.

The strength of this forum is that it seeks to bring different parties and individuals together whilst enabling a debate, and allowing ideas to be circulated in a more open environment than those usually permitted by corporate or organisational strictures. Modern commerce and industry depend upon an effective partnership between the public and private sectors. And the success of this partnership in turn relies on open and frank channels of communication between the two.

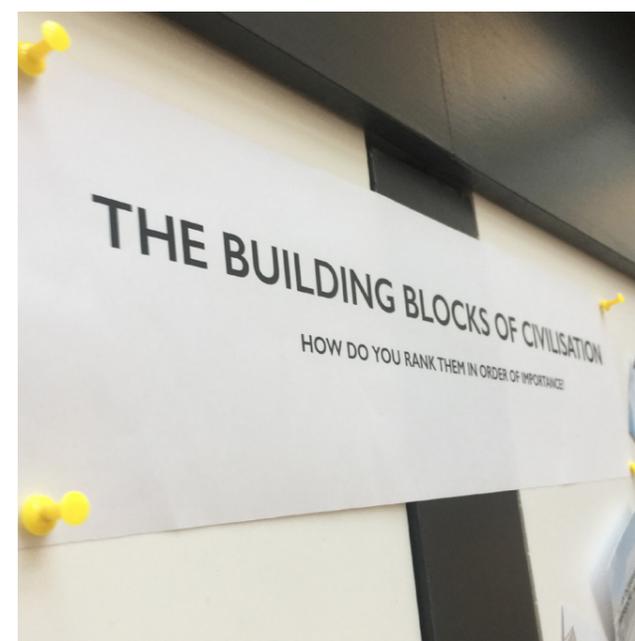
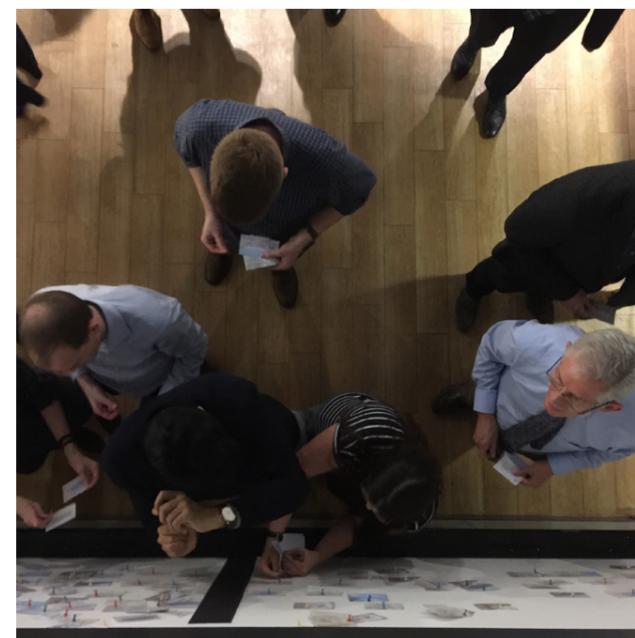
There is a lot being said at present about Hertfordshire's pioneering spirit - in town planning, in education, and in engineering. These sessions can prove a useful opportunity to reengage such creative spirit whilst exploring the challenges and opportunities the County faces in delivering infrastructure to meet the changes and growth to come.

At the inaugural Infrastructure Charrette, during July 2017, conversations tended to focus on transport. This will inevitably continue, since it is the most visible form of infrastructure in all of our lives. To this end, it will be important that as many of us as possible read and respond to the [County Council's Local Transport Plan](#), which is open for consultation until 23rd January 2018.

Nevertheless, it is vital that our thoughts, discussions and vision extend beyond transport to encompass areas such as housing, schools and education, digital infrastructure, water, and access to green infrastructure - with everything that holds for wildlife habitats and the wider ecosystem. Taken together, this programme will cover extensive ground. It will thus be useful to have a roadmap which might assist us to chart a way ahead.

An event specifically focused on an **Integrated Public Transport Network** for Hertfordshire should enable us to identify specific local opportunities, bring together the various parties already working in this realm, and to learn more about the University of Hertfordshire's Smart Mobility Research Unit. Another event which will focus on **Fulfilling & Highly Skilled Work** will allow us to investigate trends in our future economy, to explore what sort of work future generations will be engaged in, and help to inform the kind of place we want Hertfordshire to become. What might attractive twenty-first century working environments look like? How do we attract high quality ethical employers to Hertfordshire? We should work with young people, students or otherwise, to learn what aspirations they hold, and why. We should explore how local organisations can play a role in bringing pioneering technologies into the local economy - encouraging enterprise whilst ensuring people feel comfortable, welcome and able to claim a stake in their local area.

The success of any ideas which seek to enhance our local environments, or ameliorate the effect of growth, will depend on effective cooperation amongst and within public and private sectors, and our capacities to think freely. The series of events over the course of 2018 will aim to continue in this vein and engender this spirit.



"There is an essential partnership between the public and private sectors upon which modern commerce and industry depend."

Michael Heseltine

BUILDING BLOCKS of CIVILISATION

To open the workshop, participants were asked to rank 'Building Blocks of Civilisation' in order of importance. The results are displayed on the opposite page. It was stressed that all of these are considered to be the vital constituent parts of our society. The exercise aimed to demonstrate the difficulty governments face in prioritising aspects of infrastructure which are each vital in their own way. Analysis of this exercise, alongside wider feedback at the event, has informed the proposed programme of events for the coming year.

In a clear demonstration of the difficulty of this task, many more of the building blocks were placed in high importance than low. Nevertheless, some interesting trends do emerge. **An integrated transport network** and **fulfilling & highly skilled jobs** were deemed the most important considerations. An **increased supply of quality housing, super fast broadband** and a **resilient water network** also predominated in importance. It was furthermore seen as key that these should all evolve within a **collaborative** environment, driven by a **bold vision**.

Producing food locally and a flourishing **cultural** environment were both considered to be important less frequently. This might suggest several things, perhaps that culture is seen as a by-product of other building blocks rather than its own unique constituent part, or alternatively it may speak to our immediate local and daily concerns. Transport is a consistent and highly prevalent issue across Hertfordshire. It inevitably sits at the forefront of our minds. Likewise, whilst **more schools and lifelong education** were considered important, they did not rank as immediately or highly as transport and jobs. A reason for this might be that financial support for our families, personal pride and independence dictate that jobs come high in our list of priorities.

Interestingly, access to a **health centre within walking distance** was, whilst important, seen as less important than transport. This perhaps suggests an understanding that if we are able to move around with sufficient ease and efficiency then a health centre in walking distance is perhaps not the most immediate priority. Equally, if we are satisfied at work and in our daily lives then the quality of our general health tends to be higher.



The **Building Blocks of Civilisation**, ranked by Infrastructure Charrette participants:



WHY DO WE CARE? MOTIVATIONS

The second part of the workshop explored participants' particular motivations for focusing on infrastructure across Hertfordshire, adapting a method developed by the Toyota Motor Corporation to get to the root cause of a particular issue. During the twenty-first century it has been used by Amazon and Google (amongst others) to determine fundamental motivations and reasons behind certain approaches. This exercise required participants to ask each other why they came to the event, five successive times, in order to explore the deepest reason for doing so.

The responses to this process were fascinating as much as they were encouraging. Some explored the genuine self-interest as a business owner, and the corresponding fear of future struggles in attracting high quality staff. Similar comments were aired by the educational institutions in the room.

On the other hand, motivations also stemmed from earnest desires to live in a beautiful place which provides for future generations. This was predominantly rooted in a simple hope that our children might also be proud of this place, and enjoy it in the same ways that we have.

Likewise, some motivations were elegant in their simplicity. To live in a sustainable environment, for example. There is great awareness that our ability to move around in a relaxed, efficient manner is vital to ensuring a pleasant environment, an engaged community, which is both physically and mentally fit.

There was an acute awareness of the symbiotic relationship between businesses and the public sector - that business needs the councils to approach their role with vigour and aspiration - as influencers, facilitators and managers of change, which can judiciously support flourishing enterprise and which in turn will facilitate a flourishing economy. In turn, this can finance the councils in such a way that they continue to perform such a role into the future. A true virtuous circle.

A cross-section of responses appear below:

I want a world where my children have a future.

Equality, fairness, opportunities for people to flourish. Enabling us to be the best versions of ourselves and, correspondingly, to build a world which enables our children to do the same.

I am motivated by my own self-interest as a business owner, and my broader desires to live in a sustainable environment. Economic progress requires infrastructure. Without adequate infrastructure the economy slows, progress slows and people will move away - to London, or elsewhere.

The knock-on effects of poor infrastructure is dying businesses, limiting jobs, the prosperity of families and ultimately the tax accounts further down the line. It is important we see this visible line of causation.

We all have to live together, so keen to ensure we live a harmoniously as possible.

Failing to invest in our future proffers a symbolic statement that the community is not cared for, and that we have no self respect.

Really want my children to stay local, to be able to stay local and to want to stay local. To care about this place. To be able to live near to their families and therefore it is necessary for us to make Hertfordshire a county where people want to live and businesses want to work.

No forethought jeopardises strong local integration in the future.

I'm local! I care about what becomes of the county. It is at present a unique place, but infrastructure impacts every aspect of one's life in a place.

Our institution needs to be accessible to remain relevant in the future. The institution needs to remain relevant to offer local people good jobs which are fulfilling and highly skilled. Generational fairness: it is important to improve for the next generation.

Our ability to move around in a relaxed, efficient manner is vital to ensure we are happy people who are physically and mentally fit.

It is paramount that Hertfordshire stands on its own two feet, rather than remaining perceived within the shadow of London.

We all want to live healthy and fulfilling lives in a pleasant and prosperous area. To preserve and enhance such an area we must build a strong local economy. To build such we need flourishing infrastructure.

Affordable housing needed to preserve and enhance pleasant and prosperous area where people are able to live healthy and fulfilling lives.

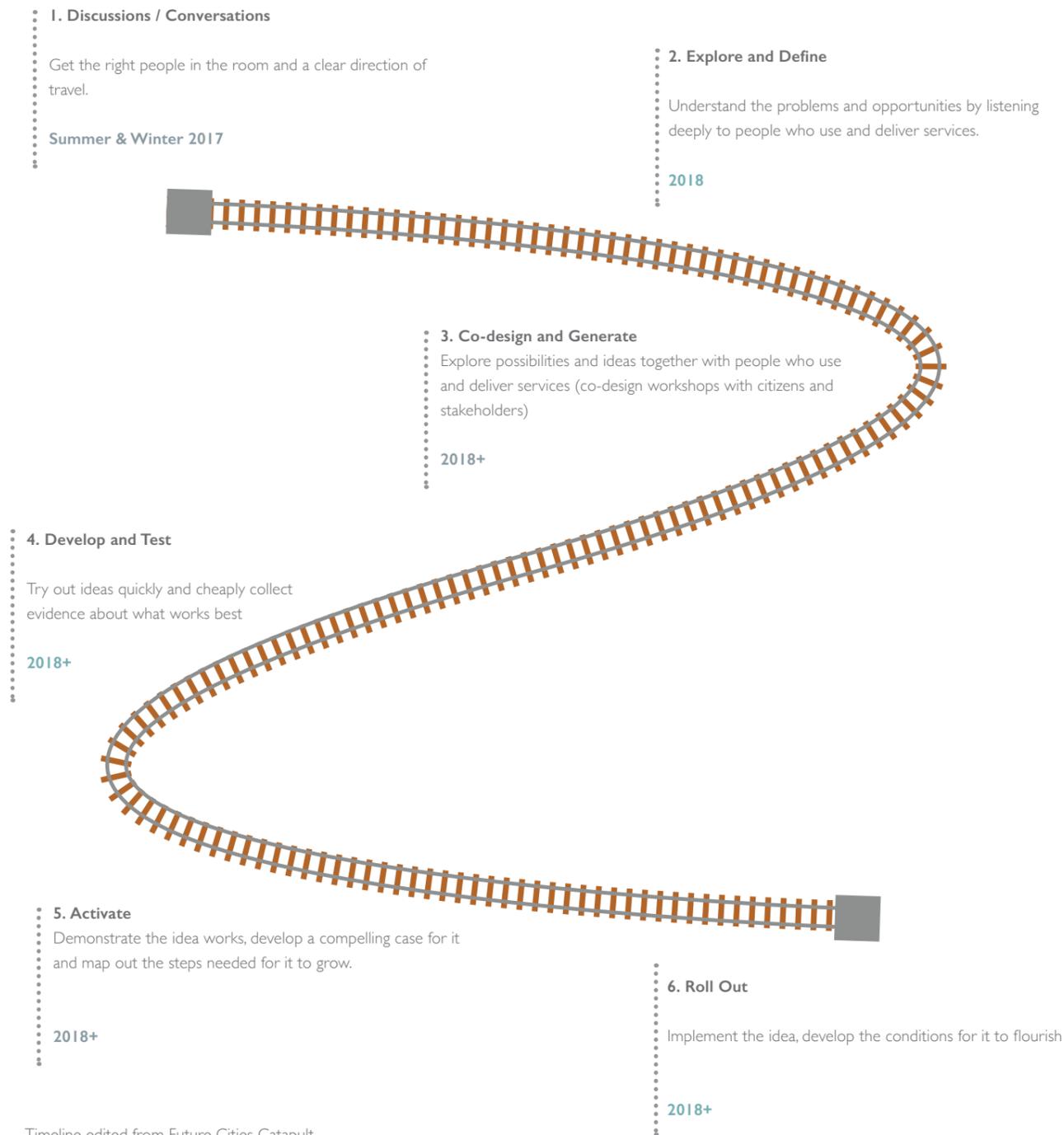
Infrastructure liberates us, to pursue the lives and actions which make us happy, fulfil us, and help us to flourish.

These issues are too large and complex to approach in an individual manner. Collaboration is key in the first instance to identify priorities correctly, and to deliver projects well.

Life is about happiness. And happiness is freedom from stress - with no worries about the how the basic building blocks of society function.

A PROCESS ROADMAP, 2018 Onwards

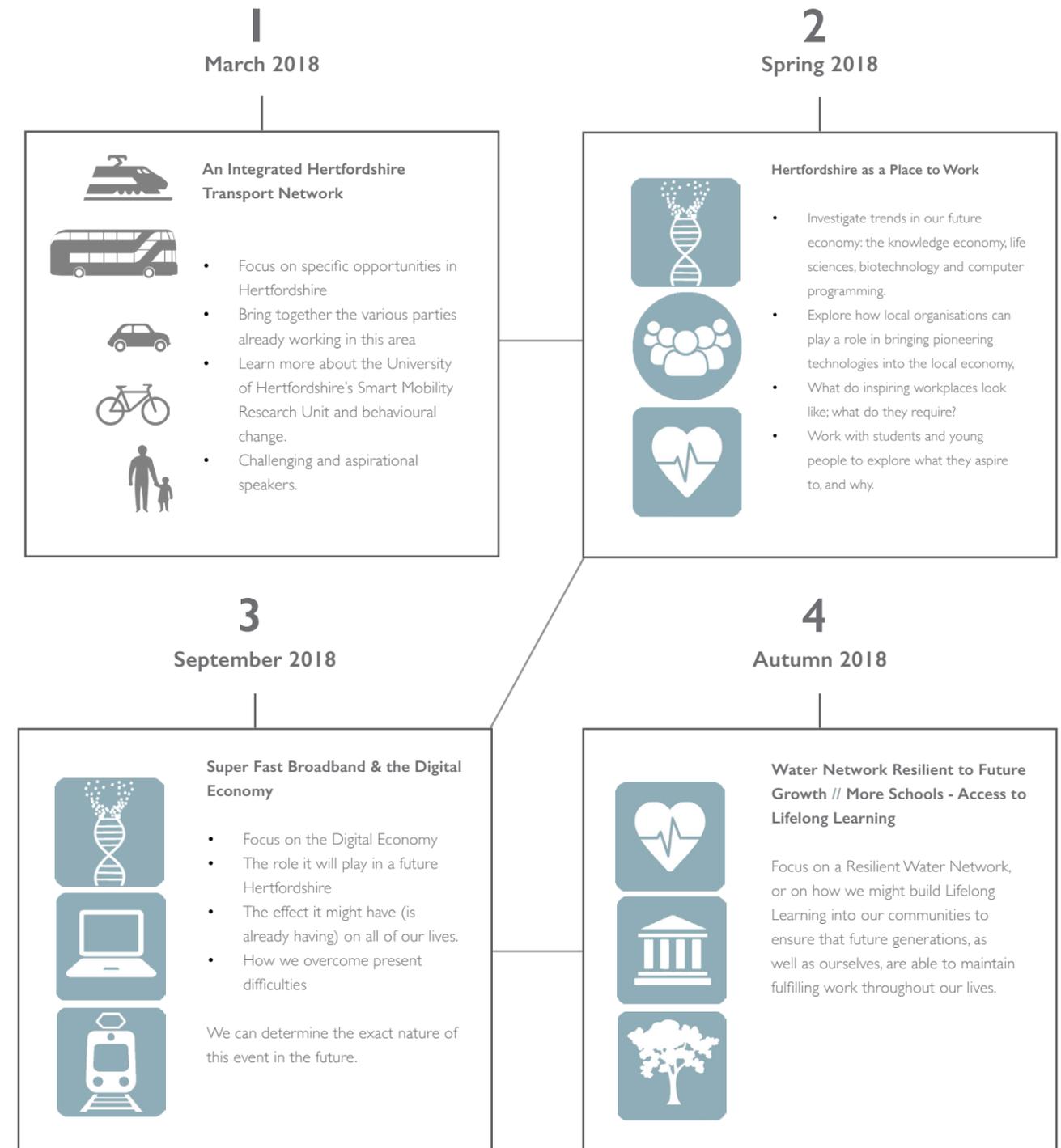
Whilst we may hold aspirations for the broad direction in which we are travelling, we are not starting this process with preconceived ideas in mind. This inevitably creates uncertainty and, perhaps for some, discomfort. This freedom should be viewed positively and our role will be to hold the creative tension this brings, and to capture conclusions or discussions in order to further build positive outcomes and initiatives.



Timeline edited from Future Cities Catapult.

A TOPIC ROADMAP for 2018

Building upon these motivations in the final workshop, participants laid out those topics they were keen to focus on over the following twelve months as well as in the years ahead.



CONCLUSIONS & NEXT STEPS

Consensus demonstrates that, amongst the 'building blocks of civilisation', we deem **integrated transport** and **fulfilling and skilled work** to be overriding concerns. These should, therefore, provide an area of initial focus. Mindful of congested diaries, we propose a streamlined series of four events which aim to maintain our established 2-hour programme, ensuring we cover ground rapidly and do not unnecessarily monopolise diary time.

An Integrated Public Transport Network was the highest ranked Building Block of Civilisation during the November 2017 event. We suggest therefore that we commence 2018 with an event exploring people's thoughts and desires associated with transport and mobility. This might allow us to focus on specific opportunities across Hertfordshire, bring together various parties already working and keen to drive change in this realm, and learn more about the University of Hertfordshire's Smart Mobility Research Unit.

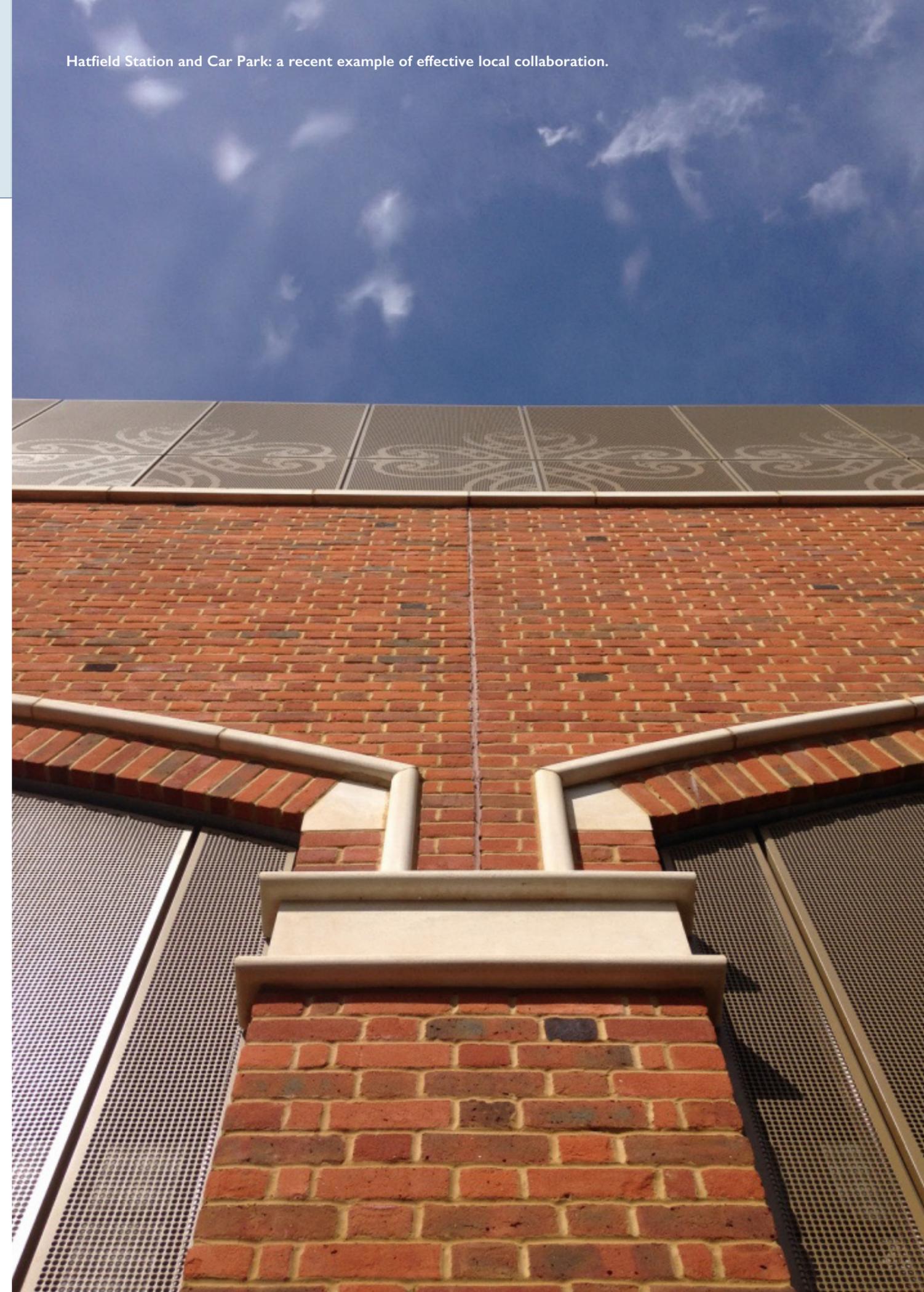
Fulfilling and Highly Skilled Work was deemed similarly important. We hope to explore what we mean by this. By investigating trends in our future economy and discerning what work future generations will be engaged in, we can help to inform the kind of place we want Hertfordshire to become. We should work with young people, students and existing businesses, to learn what their aspirations are, and why. And we should better understand how local organisations can play a role in bringing pioneering technologies into the local economy, encouraging enterprise, and ensuring people feel comfortable, welcome and able to claim a stake in their local area.

It is suggested that following these two initial sessions, the group might then focus a charrette on the Digital Economy, the role it will play in a future Hertfordshire, and the effect it might have (indeed, is already having) on all of our lives. We will be able to determine the exact nature of this event as we move forward.

We propose to approach the end of 2018 with a final charrette on a **Resilient Water Network**, or alternatively on how we might build **Lifelong Learning** into our communities to ensure that future generations, as well as ourselves, are able to maintain fulfilling work throughout our lives.

The suggestions above are not exhaustive. It remains the hope that over time this forum can make a valuable contribution to how Hertfordshire identifies and delivers the infrastructure it needs to meet the challenges of the twenty-first century with care, and success.

As ever, your feedback is welcomed.





Further Advice and Information can be obtained from:
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