

## STRATEGIC PLANNING IN THE CAMBRIDGE–MILTON KEYNES–OXFORD CORRIDOR

1. This is a joint response from Local Authorities and the Local Enterprise Partnerships across the sub-region including this Corridor. This joint response demonstrates our strong, positive and combined commitment to realising and shaping the once in a generation growth opportunity across the area. The organisations that have agreed this response are detailed in Appendix 1. This collective response may be supplemented by responses from individual organisations.
2. As a committed partnership of influential stakeholders and Leaders drawn from public and private sectors, we span an extensive and varied geography, but critically we are committed to putting in place effective governance and working arrangements that will provide the collaborative voice on matters of genuine strategic importance to the sub-region, including the Corridor, enabling sustainable growth and ensuring this growth strengthens our communities.
3. Across the sub-region including this Corridor, we are united in a shared ambition to capitalise powerfully on our area's potential, both domestically and internationally, across a wide range of key sectors where we lead markets and have identified opportunities for continued growth. It is this platform of a high performing economy across the whole area which will be the catalyst for further sector-led investment, skills and workforce capacity building, population and housing growth. We recognise the need to also work with those areas that are adjacent to our sub-region.
4. We support the Commission's position that this is "a once in a generation opportunity" of national significance. We are already working to deliver sustainable growth in our areas and are committed to delivering enhanced collaborative working reflecting all partners' interests across the sub-region including the Corridor to achieve our shared ambition. We require a similar level of commitment from the Government and in particular its commitment to work with us and invest alongside us, in improved infrastructure and services.
5. As Council Leaders, Elected Mayors and LEP Chairs we have identified and agreed the benefits of strategic collaboration. There is a shared ambition to:
  - a. Realise the transformational opportunity for a step change in economic growth and productivity across the area that enables businesses to prosper in global markets
  - b. Adopt a collaborative approach in order to maximise the benefits for both the national and local economies of planned growth (economic and housing)
  - c. Establish governance and co-ordination arrangements (in which Central Government is integral) that secure effective collaboration on strategic issues across the area and thereby provide the long-term clarity and stability that encourages investment
6. We have also identified and agreed twelve principles that will guide our strategic leadership for the area (Appendix 2). These principles have been used to help shape this response. Following this we have proactively proposed a robust governance structure to deliver our significant shared growth potential consisting of:-
  - a. A High Level Collaborative Framework.
  - b. A shared Economic Industrial Strategy.
  - c. A series of interlocking planning areas.
  - d. A Strategic Infrastructure Board.

These enhance and build on existing partnership structures and will form the basis of a focused engagement with Government to deliver the necessary enabling activities to realise our growth potential.

7. As Strategic Leaders we have also agreed the four key outcomes that we are looking to achieve, namely to:
  - a. Accelerate the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.
  - b. Provide the strategic leadership that will enable existing mechanisms and processes to plan for, and realise an economic transformation across the area and
  - c. Secure long-term benefits and opportunities for local communities.
  - d. Attract increased private sector investment.

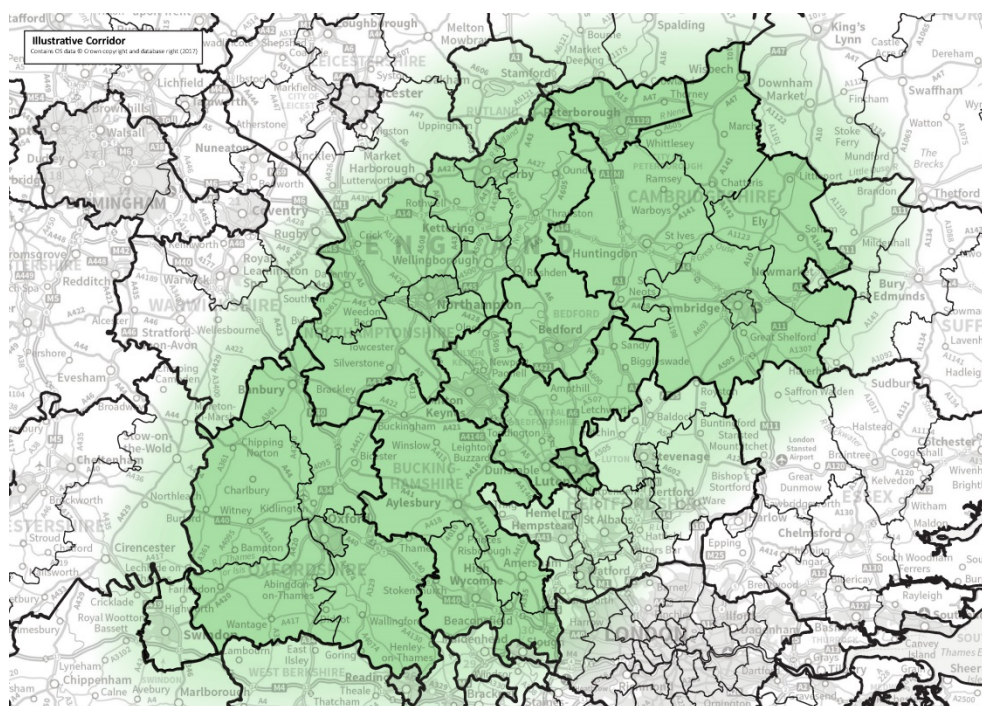
**Q1. Can the approach to strategic planning explored in this paper help to:**

- a. tackle major constraints on future economic growth – i.e. the undersupply of homes and weaknesses in east-west transport infrastructure;**
- b. maximise the potential of major new east-west infrastructure links; and**
- c. develop distinct towns and cities into a major economic corridor?**

8. We support a non-statutory plan for the sub-region including this Corridor based on the principles of enhanced strategic planning, closer collaboration, a High Level Collaborative Framework, a Strategic Infrastructure Board, interlocking common planning areas and a shared Economic Industrial Strategy. This builds on existing, proven partnerships, including successful Local Enterprise Partnerships, the North Northamptonshire Joint Planning, the Cambridgeshire/ Peterborough Combined Authority and Oxfordshire Growth Board and the creation of a Common Planning area or areas between the two, as well as the emerging proposals for a sub-national Strategic Infrastructure Board. It is important to ensure clarity of purpose to secure delivery and that only those functions that are of genuinely strategic importance are addressed at the sub-region including this Corridor level.
9. The Commission's Interim Report set out the critical importance of linking a strategy for infrastructure and homes with the area's strategy for skills and social infrastructure, as well as with the UK's wider Industrial Strategy.
10. The need to develop and enhance the distinctive nature of settlements and communities within the sub-region including the Corridor is fully supported by partners (and the challenge of addressing first-last mile connectivity by the NIC is welcome). Aligned to this is the recognised need that sustainable growth is beneficial to all areas but that it will need to minimise the environmental impact on the area. There are clear opportunities at pivotal transport interchanges (for example new stations and major interconnections on North/ South and East West corridors) to develop existing cities and towns as well as delivering new settlements, but these can only be facilitated through the early delivery of infrastructure, addressing recognised constraints and enhancing existing communities.
11. The Commission, through the various studies and reports, recognises the role that key infrastructure will play in delivering housing and economic growth. To tackle the current weaknesses we welcome the focus on the delivery of East West Rail and the "Expressway" but these alone will not address the Corridor's infrastructure deficits, identified through individual and joint Infrastructure plans at both Local Authority and LEP level. Although we welcome

these two key projects we need clarity on their routes and timing of delivery to ensure that opportunities are properly captured in the Collaborative Framework and Local Plans.

12. We would emphasise that wider infrastructure investment support is also required, including connectivity (road, rail, air, and telecoms), skills investment, business support and growth and environmental improvements. Furthermore, evidence suggests that the need to improve utilities infrastructure is essential to being able to secure the growth ambitions for the sub-region including the Corridor.
13. Partners are agreed on the broader need to focus on the delivery of sustainable economic and housing growth in unison. This issue has not been fully addressed in the Commission's discussion paper and the partners are clear of the need to consider the wider infrastructure needs for the area and critically the need to ensure sustainable economic growth to drive enhanced housing delivery.
14. Collectively, our economies represent a major driving force within the UK economy. Our ability to respond to our growth potential is directly coupled with a clear trajectory for a greatly enhanced economic impact, locally and nationally. Our sector strengths are unique for the UK economy and attract international investment. Our ambition is to realise growth in productivity. This depends on the commitment of us as partners – which we can demonstrate, the investment and engagement of Government – which is actively sought, alongside essential and powerful partnerships with the private sector, which together we will enable.
15. Comprising a committed partnership of influential stakeholders, we span an extensive and varied geography from Oxfordshire to Cambridgeshire. As highlighted below, we view the sub-region including the Corridor with permeable boundaries, working with partners so that we can realise our collective growth potential and addressing often cross boundary challenges.



16. We are a dynamic partnership with permeable boundaries, which recognises the fluidity of economic centres over time and the need to respond to changing drivers and patterns of growth.
17. Our economic potential exists right across the sub-region including this Corridor but it is not restricted to one particular (East-West) corridor. We agree with the Commission that East West

Rail and the “Expressway” represent a ‘once-in-a-generation’ opportunity to create a multi-modal spine that links the area in ways that do not currently exist. However, connectivity to/from the spine are just as important, as are some of the ‘north-south’ corridors across the area, wider digital connectivity and ensuring all our settlements and communities can benefit from growth. However, it is necessary to have absolute confidence that government funded (or part funded) investment will be delivered to an agreed timescale

18. In summary, we believe that the proposals set out in the Commission’s discussion paper only partially address the fundamental issues that are adversely impacting on investor and business confidence and which by extension then impact on delivery of planned growth.
19. We are committed to developing our own new model of governance and working arrangements to secure delivery. These will be based on enhancing the extensive range of existing delivery vehicles that reflect local functional economic and housing market areas. We invite the Commission and Government to work with us in this endeavour.

**Q2. How could the approach to strategic planning be amended or strengthened to better achieve these aims?**

20. The economic opportunity identified by the Commission in its Interim Report is one that is truly transformational. We welcome it and wish to embrace the challenge. We should not look to drive such an agenda solely through the local planning system, though recognising the essential role strategic planning has to play in achieving enhanced delivery.
21. Partners are already demonstrating their willingness to collaborate on the delivery of growth, including some areas delivering unmet need from neighbouring authorities and developing spatial plans tailored to local needs. Such plans are already advancing in Cambridgeshire and Oxfordshire. Further to this there already exists a range of pan authority strategic partnerships driving planning and economic growth including collaboration between our Local Enterprise Partnerships. In order to strengthen this partnership to ensure continued collaboration, the benefits of additional growth must be felt locally, through long term confirmed investment in key infrastructure and services, delivered up front or alongside new growth. This crucially will also provide increased certainty to private sector investors and businesses.
22. Delivering this economic growth will be a key driver in stimulating market demand for housing, which will play a positive role in stimulating additional housing delivery thus creating a virtuous circle. Partners recognise that investor confidence in housing and commercial markets is inextricably linked with the certainty of delivery of the public sector’s commitments to deliver infrastructure and services to agreed timescales.
23. We support the Commission’s view that the area has unmet economic potential. This is best reflected in the need for an Economic Industrial Strategy for the sub-region including the Corridor that complements the Government’s Industrial Strategy by setting out how the area will:
  - Invest in science research and innovation.
  - Develop skills and innovative business practices.
  - Improve productivity.
  - Support business to start and grow.
  - Improve procurement .
  - Encourage trade and inward investment.
  - Deliver energy security and clean growth.
  - Grow our key sectors.
  - Deliver for all our communities .

24. Our commitment – as set out in this response and supported by our statement of principles for new governance and working arrangements – means that the Commission and Government can be confident we will provide the strategic leadership required for the area. We believe that by working 'with the grain' we can enhance existing governance and working arrangements.

## New opportunities

**Q3. Can the approach to strategic planning explored in this paper provide a basis for improved long-term collaboration and engagement between the corridor and:**

**a. housing developers;**

**b. infrastructure providers (e.g. in the telecommunications and utilities sectors) and investors; and**

**c. central government - through, for example, a new, long-term 'infrastructure compact'?**

25. Partners recognise that certainty of planned development is key to improving collaboration with the above groups. However, this can be best delivered through the existing strong relationships developed by partners, and the proposed enhancements to existing governance.
26. The extent of unimplemented planning permissions across the sub-region including the Corridor reflects the constraints that exist within our infrastructure and services 'offer'. Secondly, and in particular, in relation to the delivery of new homes, the current business model for private sector house building is broken – a fact already acknowledged by Government and we welcome a discussion with Government on delivery of consented development.
27. The delivery of transformational 'once-in-a-generation' infrastructure – such as East West Rail and the "Expressway" – will change both housing market and functional economic area geographies. The realisation of a step change in (21st century) economic growth means that the nature of our future connectivity (both physical and digital) and housing needs are also likely to change, further highlighting the need for a wider consideration of infrastructure needs than the commission is currently exploring.
28. The potential of an infrastructure compact is welcomed; this concept would require significant further development. The need for the area to present a clear and agreed infrastructure priority list, is understood and agreed, and in fact examples of such actions are already in place, such as the Local Enterprise Partnership's prioritising of Local Growth Funding. This could be further developed across the sub-region including the Corridor, building on existing shared work on key projects. Furthermore, Government must provide long term funding commitments with sufficient capital and revenue funding, using grant and loan finance where appropriate, for the detailed development and delivery of schemes, and crucially agree that these would be prioritised locally.
29. Utility companies and other providers of community infrastructure, such as NHS, should also be considered through a compact mechanism as strategic investment over this scale and timeframe does not align with the current delivery cycles and there must be a requirement on them to support longer term planning and delivery of growth. Furthermore, partners would welcome the opportunity to work with the Commission and Government on utility funding, specifically to address the often high marginal costs of incremental growth.
30. The Local Transport Authorities across the area are already working on strategic transport issues (in the form of the Strategic Transport Forum), as part of which they are developing a proposal to establish a Sub-national Transport Body. Partners across the area are committed to build on this to create a Strategic Infrastructure Board which, working with the Government, will develop shared priorities for the area, to provide certainty for local communities and private sector investors, ultimately supporting the delivery of sustainable growth in the sub-region including the Corridor.

31. We share the Government's desire to look for ways in which to work with the construction sector, including support for encouraging new entrants and the use of new technologies such as Modern Methods of Construction and Zero Carbon Modular Design. Indeed we would ask Government to consider the area as an exemplar for this field and would welcome the opportunity to work with the HCA in this regard.
32. We seek a number of additional planning freedoms and flexibilities. In particular the removal of housebuilders' ability to challenge on viability grounds. These will enable greater delivery in line with Government requirements, in particular improved delivery of consented schemes.

**Q4. How could the approach to strategic planning be amended or strengthened to better achieve these aims? What else will be required for partners across the corridor to develop these relationships and exploit these opportunities?**

33. We welcomed the Commission's acknowledgement in its Interim Report that the area is of national significance to the long-term future of the UK economy. We share that view.
34. Given its acknowledged importance to the UK it is therefore imperative that there is strong Governmental support for the sub-region including the Corridor. The benefits of strategic leadership within Government for other initiatives – such as the Northern Powerhouse – are clear and should be replicated and resourced appropriately. However, such is the scale of transformation required in order to realise the economic opportunities across the area, there will be a need for some additional resources. This is not a 'business as usual' scenario: it cannot therefore be delivered using solely existing resources.
35. In terms of relationships with house builders, these will play a central role in delivering the housing growth across the sub-region including the Corridor. Our proposals in Q3 will be essential to remove potential blockages to delivery from the private sector.

**Governance**

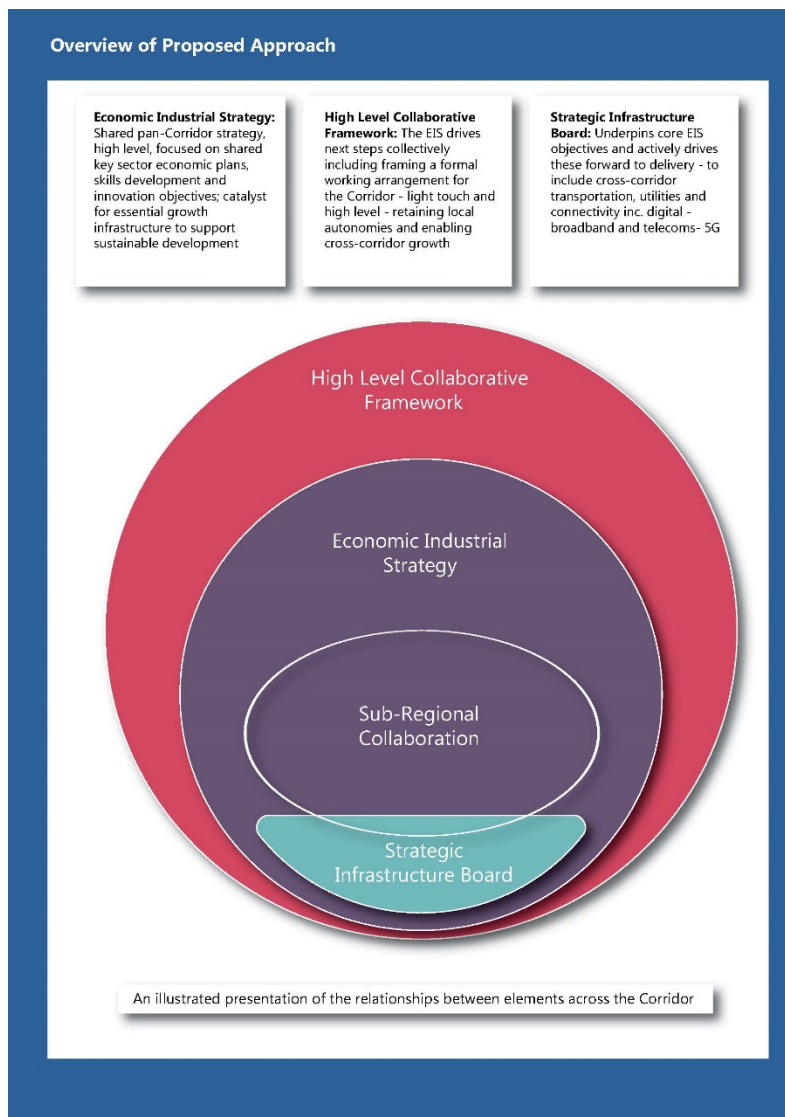
**Q5. Do you agree with the design principles set out at paragraph 41? How might these be developed or amended to better enable collective decision-making?**

36. The General Principles set out within the Commission's discussion paper are consistent with best practice, and partners are keen to ensure high levels of democratic accountability and transparent decision taking reflecting the needs and opportunities of all partners across the sub-region including this Corridor at all spatial levels and 'going with the grain' to enhance existing working arrangements and provide a focus on strategic issues where needed.
37. Given the transformational nature of the opportunities identified by the Commission in its Interim Report, it is highly likely that the boundaries for collaborative working will evolve over time. In developing our proposal for new governance and working arrangements, we will not look to constrain collaborative working to one particular spatial geography, whilst recognising that three parts of the sub-region are already advancing joint planning proposals. Nor will we look to require that all policy issues have to be addressed on the same spatial geography. We seek a permeable geography to reflect the often cross boundary infrastructure needs in order to be flexible to market opportunities and challenges and to maximise potential impact in the sub-region including this Corridor.

**Q6. Should any new cross-corridor governance structures preserve a role for sub-regional collaboration?**

38. Partners believe an alternative approach to the two models suggested in the consultation document is required, as neither of these properly meet the needs and desires of the Corridor area. As noted throughout this response, we are working together on an emerging Governance

Structure that will provide Government with the single conduit for engagement on strategic issues.



39. This approach builds on the guiding principles set out in Annex 2.

**Q7. Can the opportunities afforded by strategic planning, be exploited without statutory governance structures to 'lock-in' collaboration over the long-term?**

40. We have set out in this submission our commitment to work collaboratively in addressing issues of strategic importance.

41. We believe that our (non-statutory) approach will deliver the 'lock-in' sought by Government. This is clearly demonstrated through existing examples such as the Cambridgeshire/ Peterborough Combined Authority, the Oxfordshire Growth Board and North Northamptonshire Joint Planning Unit and emerging proposals for a sub-national Strategic Infrastructure Board. Partners will work with government through the High Level Collaborative Framework model. We will develop a shared Economic Industrial Strategy and seek to secure an Infrastructure Compact with Government that binds partners together, to realise benefits for all that we would not be able to achieve individually. Our Strategic Infrastructure Board will ensure a long term focus on the key infrastructure needs for the area, and Government commitment to supporting the delivery of shared priorities will be a key part in locking in long term growth.



**Q8. If informal models of collaboration are to be sufficient, how can local authorities give confidence to wider stakeholders that their commitment to a) their strategic plans, and b) joint-working will sustain over the long-term?**

42. Through this submission we are setting out our commitment to put in place the governance and working arrangements that will provide the strategic, collaborative leadership required.
43. As noted above, the Oxfordshire Growth Board, Cambridgeshire and Peterborough Strategic Plan and a Memorandum of Understanding being developed covering other areas, alignment of Local Plan reviews and a shared Economic Industrial Strategy all have long term strategic aims and joint working at their core. Furthermore, the proposed infrastructure compact with Government, with committed funding and long term strategic planning with utility and community infrastructure providers would also provide a long term commitment from the area in terms of shared infrastructure and growth priorities. Our shared agreement to a High Level Collaborative Framework demonstrates our commitment to long term joint working.
44. At the strategic level, the momentum generated with the work of the Strategic Transport Forum is an example of the partners (both local transport authorities and local enterprise partnerships) identifying the need for collaborative working at scale. It is also an example of those partners making resources (both technical staff and cash) available to take the work forward as an agreed collective priority over the longer term.

**Developing and delivering an integrated strategic plan**

**Q9. How could local authorities make early progress in the development of an integrated strategic plan, prior to the development of any new collective governance arrangements?**

45. There already exist proven and democratically accountable governance structures across the sub-region including the Corridor. Partners recognise and support the enhancement of such mechanisms and the need for a governance structure across the sub-region including the Corridor to bring together existing arrangements. Partners welcome an early opportunity to engage with Government on developing an Infrastructure Compact and also active engagement in developing a shared Economic Industrial Strategy for the sub-region including the Corridor.
46. There is clear evidence of the commitment of the partners to press ahead with establishing effective collaborative working arrangements where there has been a clear need identified.
47. The initiative that led to establishing the Oxfordshire Growth Board, the creation of the Cambridgeshire and Peterborough Combined Authority, North Northamptonshire Joint Planning Unit are examples of sub-regional collaborative working being taken forward.
48. Subsequent to the Commission publishing its discussion paper there has been a step-change in collaborative working at the sub-region including this Corridor level. Local Authority leaders and LEP Chairs have met on three separate occasions and have further meetings scheduled.
49. Regular meetings of the Chief Executives from all the partners have led the development of this submission. That group is taking forward the work to develop our proposal for new governance and working arrangements at the sub-region including this Corridor level
50. Our actions demonstrate our commitment and our ability to work collaboratively. This submission sets out our clear focus on addressing the barriers to the delivery of planned growth and to enabling investors to decide to locate in this area against the backdrop of an ever more competitive global market place.

51. Our initiatives locally already place us well down the path towards realising the step-change in collaboration as local partners. We are now looking for central Government to match our commitment

**Q10. How can progress against the plan be assessed and the effectiveness of the plan monitored and evaluated? Are there examples of good practice from which lessons can be learned?**

52. Both the High Level Collaborative Framework and all sub structures will consider the effective monitoring of delivery across the sub-region including the Corridor. A shared monitoring and evaluation framework over the sub-region including the Corridor is supported. This could include an annual monitoring report covering housing, economic growth and productivity growth. Furthermore, this could be further developed to include a shared joint evaluation/ cost benefit analysis tool kit (following for example New Economy Manchester and Leeds City Region tools). In addition to high level monitoring, robust monitoring of all infrastructure projects would be undertaken and considered at a sub-region including this Corridor level through the Strategic Infrastructure Board.

**THIS DOCUMENT HAS BEEN AGREED BY THE SIGNATORIES LISTED IN APPENDIX 1:  
IT HAS NOT YET BEEN CONSIDERED THROUGH ANY ORGANISATION'S FORMAL  
GOVERNANCE STRUCTURES**

List of Signatories

 <b>Cllr Neil Blake, Leader</b> Aylesbury Vale District Council	 <b>Dave Hodgson, Mayor</b> Bedford Borough Council	 <b>Cllr Martin Tett, Leader</b> Buckinghamshire County Council
 <b>Andrew Smith, Chair</b> Buckinghamshire Thames Valley LEP	 <b>Cllr Lewis Herbert</b> Cambridge City Council	<i>This authority has been involved in the preparation of this submission</i>  <b>Cllr Steve Count, Leader</b> Cambridgeshire County Council
 <b>James Palmer, Mayor*</b> Cambridgeshire and Peterborough	 <b>Cllr James Jamieson, Leader</b> Central Bedfordshire Council	 <b>Cllr Barry Woods, Leader</b> Cherwell District Council
 <b>Cllr Isobel Darby, Leader</b> Chiltern District Council	 <b>Cllr Tom Beattie, Leader</b> Corby Borough Council	<i>This authority has been involved in the preparation of this submission</i>  <b>Cllr Chris Millar, Leader</b> Daventry District Council
 <b>Cllr Steven North, Leader</b> East Northamptonshire Council	<i>This authority has been involved in the preparation of this submission</i>  <b>Cllr John Clark, Leader</b> Fenland District Council	<i>This authority has been involved in the preparation of this submission</i>  <b>Cllr Robin Howe, Leader</b> Huntingdonshire District Council
 <b>Cllr Russell Roberts, Leader</b> Kettering Borough Council	 <b>Cllr Hazel Simmons, Leader</b> Luton Borough Council	 <b>Cllr Peter Marland, Leader</b> Milton Keynes Council

 <b>Cllr Heather Smith, Leader</b> Northamptonshire County Council	 <b>Cllr Jonathan Nunn, Leader</b> Northamptonshire District Council	 <b>Cllr Bob Price, Leader</b> Oxford City Council
 <b>Cllr Ian Hudspeth, Leader</b> Oxfordshire County Council	 <b>Jeremy Long, Chair</b> Oxfordshire LEP	 <b>Cllr Ralph Bagge, Leader</b> South Bucks District Council
 <b>Cllr Peter Topping, Leader</b> South Cambridgeshire District Council	 <b>Dr Ann Limb CBE DL, Chair</b> South East Midlands LEP	 <b>Cllr Ian McCord, Leader</b> South Northants Council
<p><i>This authority has been involved in the preparation of this submission</i></p> <b>Cllr John Cotton, Leader</b> South Oxfordshire District Council	<p><i>This authority has been involved in the preparation of this submission</i></p> <b>Cllr Matthew Barber, Leader</b> Vale of White Horse District Council	 <b>Cllr Martin Griffiths, Leader</b> Borough Council of Wellingborough
 <b>Cllr James Mills, Leader</b> West Oxfordshire District Council	 <b>Cllr Katrina Wood, Leader</b> Wycombe District Council	

\*In signing, this is on behalf of ALL constituents Authorities within the Combined Authority

## STRATEGIC PLANNING IN THE CAMBRIDGE–MILTON KEYNES–OXFORD CORRIDOR GUIDING PRINCIPLES

### 1. Context

- 1.1. The area has been identified by the National Infrastructure Commission as having the potential to be the UK's Silicon Valley – a world renowned centre for science, technology and innovation. It has a major role to play in the future of the UK economy, although future economic success cannot be taken for granted.
- 1.2. The Commission has set out the need for a step-change in collaboration and commitment at all levels of government. They argue this requires a fundamental shift in the scale at which local authorities collaborate on planning and infrastructure and a new model of strategic leadership.
- 1.3. The Commission's discussion paper on future strategic planning emphasises the importance of a shift in bottom-up collaboration. Without it the paper suggests that Central Government intervention may be required in order to secure the economic benefits of a globally competitive growth area.

### 2. The Benefits of Strategic Collaboration

- 2.1. As Council Leaders and LEP Chairmen there is a shared ambition to:
  - a) Realise the transformational opportunity for a step change in economic growth productivity across the area that enable businesses to prosper in global markets
  - b) Adopt a collaborative approach on issues of strategic importance in order to maximise the benefits for both national and local economies of planned growth (economic and housing)
  - c) Establish governance and co-ordination arrangements (in which Central Government is integral) that secure effective collaboration on strategic issues across the area and thereby provide the long term clarity and stability that encourages investment

### 3. Guiding Principles

- 3.1. Council Leaders and LEP Chairmen (the 'partners') will provide the strategic leadership required for the area: they will be guided by the following principles:

[Note: the principles are numbered for ease of reference – the order does not infer a priority]

- a) There will be an overall framework that provides an agreed (non-statutory) long-term vision of the economic and housing potential of the area.
- b) The framework will be used to set out and deliver a collaborative approach to issues of strategic importance - an economic industrial strategy, future skills requirements, strategic transport, connectivity and utility infrastructure – thereby ensuring local requirements are reflected in national programmes.
- c) The partners will be collectively responsible for the development and delivery of the framework.

- d) Individual partners will remain sovereign in terms of their existing powers, responsibilities and accountabilities.
- e) Individual partners will ensure that the plans they are responsible for are aligned with the long-term vision set out in the framework.
- f) Collaborative working at the sub-region level will respect and build upon working arrangements (statutory and non-statutory) at the local level and will not necessarily be limited to a single spatial geography.
- g) Individual partners will actively use their statutory powers to deliver their contribution towards the long-term vision set out in the framework.
- h) The framework will be underpinned by an agreed evidence base: the same evidence base will provide context for the preparation of detailed proposals at a local level e.g. Local Plans, Local Transport Plans, Strategic Economic Plans.
- i) The partners will look to agree an 'infrastructure compact' with Central Government that reflects the coverage of the framework, and through which both parties are held accountable to the other for agreed deliverables.
- j) The 'infrastructure compact' will set out the long-term funding envelope for the area and investment pipeline agreed as being required to deliver the framework.
- k) The partners are committed to implementing these principles quickly and will make available the resources (staff and funding) required in order to achieve this.
- l) The partners will ensure that the support for the governance and working arrangements are kept lean and cost effective.

#### **4. Outcomes**

4.1. The Council Leaders and LEP Chairman are looking to:

- a) Accelerate the delivery of planned growth across the area, where this is enabled by investment in infrastructure and services.
- b) Provide the strategic leadership (a single voice) that will enable existing mechanisms and processes to plan for, and realise an economic transformation across the area.
- c) Secure long-term benefits and opportunities for local communities.