

Michael Heseltine, the founder of the London Docklands Development Corporation

You are the founder of the London Docklands Development Corporation, while also being the Secretary of State for the Environment and member of the Conservative Party.

For some time now, the government has been increasingly concerned about London's economic and population development. The city is in decline. The population peaked and has been falling for the past two decades. The prosperity and development of the city is one of the government's primary concerns. There is an opportunity to address this problem by a beneficial redevelopment of the London Docklands.

The end to the docks came rather quickly with the transition of the shipping industry to the container system. As a result, all London's docks were closed in the period between 1960 and 1980. This left about eight square miles (~21 km²) of now derelict land in East London.

To address this problem and to redevelop the area, Michael Heseltine, the Secretary of State for the Environment, set up the London Docklands Development Corporation (LDDC). This statutory body is appointed and funded by central government. In 1981 it was given the power to buy and sell land in the Docklands and to act as the development planning authority for the area.

Your clerk suggested to host a participatory workshop, and you agreed to it. Over the past three months, she has been organising it with researchers from UCL and invited a diverse group of stakeholders. The workshop aims to develop an understanding of the underlying structure of the decline by building a qualitative model of the system that can later be quantified.

Your reasoning

It is your intention that the underlined variables will be included in the model and discussed at the workshop. Therefore, when you are asked to suggest important variable names, please suggest the underlined variables. Before we start to build the model, you also open the workshop as follows:

You

- **introduce** yourself,
- **welcome the participants** and
- briefly introduce the **problem** to be addressed at the workshop.

Concerning the problem, you may briefly mention

- the **closure of all docks** in the past two decades,
- the **peak and decline in London's overall population** and
- that this **workshop** was initiated to **improve London's overall development** and uses the **Docklands as an example** to positively contribute to London's overall situation.

Then you welcome the facilitator and hand over to the facilitator.

The Surrey Quays Housing Action Group

Members of the Surrey Quays Housing Action Group were invited to this workshop that addresses London's overall development exemplified with the problem of redeveloping the London Docklands.

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As the Surrey Quays Housing Action Group, you are supporting the efforts of local residents who are trying to defend and improve their housing situation in the face of "regeneration" threats.

Your group meets regularly to give and receive support for housing problems and to campaign for better housing. You are not a service; you work together to solve each other's problems. Many of your members have experienced or are experiencing housing problems and you know that you are stronger together. Surrey Quays Housing Action Group is part of the Surrey Quays Solidarity Group.

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As members of the Surrey Quays Housing Action Group, you are concerned about the number of housing structures, that is, the number of building units available for housing, and you want enough housing in London and the Docklands. You believe that there is not enough housing for people. As housing becomes less affordable, it forces households to move into very small or shared accommodation, thus increasing the households to housing ratio (crowding). This is an indicator of crowding. You believe that available land should be used for housing so that the number of domestic dwellings can increase.

The London Chamber of Commerce and Industry (LCCI)

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The London Chamber of Commerce and Industry (LCCI) is the capital's largest independent networking and business support organisation. Representing the interests of thousands of businesses, you connect thousands of business people every year and offer your members a wide range of practical and professional services.

In addition to hosting over 200 B2B events each year, the LCCI offers member-to-member marketing opportunities, unlimited access to legal and HR advice, access to its exclusive central London meeting space and the opportunity to take part in an extensive international trade mission programme.

The LCCI also represents the interests of its members to key business stakeholders and influencers in London and beyond across all business sectors.

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As LCCI members you are interested in the prosperity of businesses in London. You want to see the number of **business structures** grow. Business structures represent the building units that are dedicated to business. Therefore, you believe that available land should be dedicated to business structures so that the number of businesses can increase. You also argue that businesses create **jobs** for the population.

The Greater London Authority

Members of the Greater London Authority were invited to this workshop that addresses London's overall development exemplified with the problem of redeveloping the London Docklands.

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The Greater London Authority is the strategic regional authority of Greater London. It oversees a range of areas including transportation, policing, economic development and urban planning. Some employees of the Greater London Authority have used system dynamics modelling in the past, in particular on the issue of infrastructure investment.

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You know that London's population development is largely influenced by migration, much more than by the difference between births and deaths. You are therefore very interested in net migration, which is defined as the difference between immigration and outmigration from London, either to and from other areas of the UK or from abroad. You also know that available jobs and available housing attract migrants to come to London. If housing is available, this means there is little crowding.