

**HARLOW
REGENERATION STRATEGY
AND
IMPLEMENTATION PLAN
2007 – 2009**

Harlow Council

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HARLOW COUNCIL REGENERATION STRATEGY AND IMPLEMENTATION PLAN 2007 – 2009

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HARLOW REGENERATION STRATEGY AND IMPLEMENTATION PLAN 2007 – 2009

INTRODUCTION

1. Harlow Council, together with its partners, has developed this Regeneration Strategy in order to fulfill its role as community leader responsible for the overall setting of policy objectives for the future of Harlow's regeneration. The Strategy commits the Council to seeking to address the town's current needs as well as meeting the challenge of future growth. In doing so the Council will seek to promote principles of sustainability, equality and social inclusion.
2. In November 2005, the Council's Policy & Resources Committee considered a report on the outputs of the Harlow Regeneration Strategy study completed by PACEC in July 2005. This study provided an evidence base and analysis of Harlow's regeneration needs. It also formed the basis of a high level regeneration strategy for the Town underpinning the Council's submission to the Examination in Public (EiP) of the draft East of England Plan.
3. Many of the issues identified in the study, such as improving employment opportunities and the skills of the resident workforce in the town will require sustained action over time. The report outlined the series of initiatives the Council was undertaking, promoting or supporting; and emphasised the importance of maintaining the impetus achieved in recent years in tackling regeneration issues.
4. An Independent Panel was appointed by the Government to examine the east of England Plan proposals. The Panel's recommendations on the draft East of England Plan (reducing the level of growth in and around Harlow) were in large part set aside by the Secretary of State who reaffirmed the position of Harlow as a Key Centre for Development and Change, and with increased levels of investment in jobs and housing. There are many agencies involved in the regeneration of Harlow. Each has their own strategy, which reflects the different scope and scale of their activities – for example, the Regional Economic Strategy produced by the East of England Development Agency.
5. This document concentrates on the role of Harlow Council in taking forward the regeneration of the Town, recognising that the overall responsibility for the setting of policy to guide the town's regeneration rests with it. In doing so, it looks at the activities and roles that other organisations play – for without them, regeneration would be a difficult if not impossible task. However, it does so from a Harlow perspective.

6. The document is intended to provide a framework for the Council both to prioritise its own actions and activities and to use as a basis for engaging with and influencing others.
7. Nevertheless, the views of the many stakeholder organisations involved with regeneration are important to the Council. The document was initially published as a draft and the Council will continue to seek views as the document will be subject to further review.
8. The structure of the document is as follows:-
 - Regeneration needs and issues
 - What the Council is doing
 - The changing context to regeneration in Harlow
 - Joined-up policies and programmes
 - Harlow Regeneration Strategy – Vision and Objectives Key priorities
 - Delivery mechanisms
 - Stakeholder and community consultation and involvement
 - Implementation plan

REGENERATION NEEDS AND ISSUES

9. The PACEC Regeneration Strategy and supporting Needs Analysis and Evidence Base document provides a baseline for this Strategy document and Implementation Plan.
10. The Needs Analysis study concluded that:-

“A fundamental requirement for regeneration is a successful and sustainable Harlow economy. The achievement of success is dependent on a series of interrelated needs being fully addressed. These primary needs are defined as follows:

- *Building a dynamic economic base with a flourishing SME (Small and Medium Enterprise) sector contributing towards better integration between the employment and local skills base of Harlow.*
- *The creation of a highly skilled and innovative workforce with improvement in the existing labour market, retention of skills, rising aspirations and an increase in the scale and qualitative composition of new inward migration to Harlow.*
- *A step change in the physical environment to demonstrate a continuing process of renewal and regeneration in the town centre, that the investment deficit is being made up and that an improvement in both the quality and choice available in the housing stock is being achieved.*

- *A development process that proceeds on a socially inclusive basis allowing all sections of the Harlow community to share in the new economic prosperity and opportunity created.*
- *A rebranding of Harlow, which contributes to a fundamental change in the image of the town and builds the perception of a growing and dynamic sub regional centre.*
- *The creation of a critical mass of new investment which contributes towards increased capacity in terms of spend, population and employment to extend the economic potential of Harlow.”*

11. The study also concluded that:-

“An incremental approach focussing on only some of the issues is unlikely to have either a significant or a long lasting impact. A wholesale regeneration initiative is therefore required which tackles the causes of Harlow’s progressive underperformance.”

12. These conclusions were based on an analysis of Harlow’s economic performance and regeneration needs, which highlighted a number of key strengths and weaknesses.

13. Strengths included: -

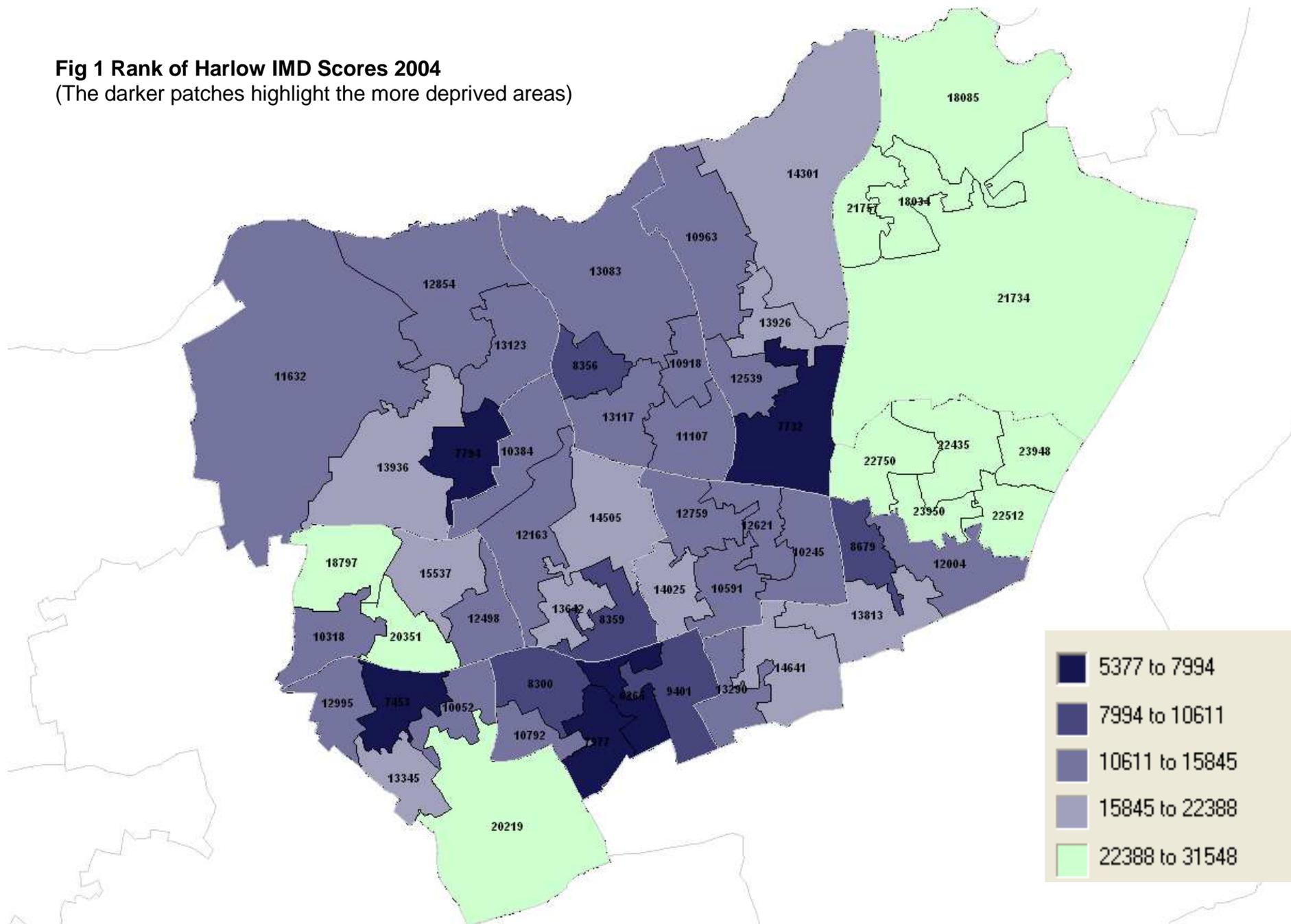
- Its locational advantages – proximity to the M11, M25, Stansted Airport and London, as well as being part of the London Stansted Cambridge Peterborough Growth Area.
- Some sectoral strengths including specialist sectors such as research and development, pharmaceuticals, manufacture of office machinery and instruments.
- Its green environment and pleasant rural setting.

14. Weaknesses included:-

- Over-dependence on a limited number of large employers.
- Underperforming economy and slow employment growth compared to similar and competing locations.
- Underdeveloped small firms sector with a comparatively small SME stock, and low rates of new business formation and self-employment.
- Low skill levels and poor, albeit improving, educational attainment levels
- Skills and employment mismatches – with high levels of in and out commuting and an increasing number of jobs being taken by skilled workers from outside the town.

- 15.** In addition, there were other significant factors contributing to this underperformance as well as being problems in their own right. These included:-
- Poor physical infrastructure, including unattractive employment sites and premises, and ageing housing and community infrastructure
 - Poor accessibility to and within Harlow
 - A relative lack of housing choice
 - A negative image of the Town as a location for business and living – particularly by potential investors outside the Town
- 16.** Finally, some parts of the Town still show relatively high levels of deprivation, which can contribute to social exclusion – although again there has been some improvement. Nevertheless, on recent Index of Multiple Deprivation (IMD) 2004 data, it remains within the most deprived 10% of local authorities in the East of England and exhibits particularly high concentrations of deprivation in the areas around Staple Tye to the south of the Town.
- 17.** The map overleaf highlights the geographical variations in deprivation levels across the Town, based on Super Output Areas (SOAs). There are 54 SOAs in Harlow and 32,482 in England. The darkest blue areas therefore represent SOAs in roughly the top 16-25% of SOAs in England in terms of levels of deprivation.
- 18.** The IMD 2004 was constructed by combining the scores across the seven main measurement categories, and weighted as shown:
- Income (22.5%)
 - Employment (22.5%)
 - Health Deprivation and Disability (13.5%)
 - Education, Skills and Training (13.5%)
 - Barriers to Housing and Services (9.3%)
 - Crime (9.3%)
 - Living Environment (9.3%)

Fig 1 Rank of Harlow IMD Scores 2004
(The darker patches highlight the more deprived areas)



WHAT THE COUNCIL IS DOING

19. The Council is tackling Harlow's regeneration needs in a number of different ways.
20. Firstly, it is raising awareness of the issues through the commissioning and publication of reports such as the Regeneration Strategy study itself and this Strategy Statement and Implementation Plan. In addition, the Council has published the Area Investment and Renewal Framework which focuses on Harlow's neighbourhood and local regeneration needs.
21. Secondly, it is actively seeking to promote Harlow's needs in order to influence the policies, resource allocation and strategies of other organisations – such as Government, responsible for the East of England Plan which sets the spatial strategy for the region, the East of England Regional Assembly (EERA, and the East of England Development Agency (EEDA) who are responsible for overseeing the production and implementation of the Regional Economic Strategy.
22. Thirdly, it is trying to build a consensus about what should be done, how and by whom in order to meet the overall policy objectives for Harlow's regeneration.
23. Fourthly, it is aiming to maximise the deployment of resources needed to tackle problems and opportunities by engaging with organisations who can invest in Harlow – such as EEDA and English Partnerships, or who are responsible for mainstream programme delivery – such as Essex County Council.
24. Fifthly, it is working through locally based organisations such as the Local Strategic Partnership, other more project-based local partnerships, and voluntary and community sector organisations and interest groups (see section on Stakeholder and Community Engagement). Of growing importance will be the newly established Harlow Renaissance urban regeneration company which results from a partnership venture by the Council, EEDA, Essex County Council and English Partnerships, supported by funding from the government.
25. Sixthly it is using its own powers and resources to uphold the integrity of the design and openness of the original Harlow design concept by ensuring appropriate policies are in place (such as the Local Plan and (in future) the Local Development Framework), and to initiate action on the ground – often in partnership with others, such as the Gateway Scheme which is bringing much needed homes and improved sports and community facilities to the Town.
26. Finally, it will continue to promote the engagement of the community in decision-making regarding Harlow's regeneration.

Making a difference on the ground – achievements over 2005/06

27. Here are some of the regeneration initiatives which have been initiated, promoted or supported by the Council over the past year or so:-

- Completion of the first deliverables under the Gateway Scheme including:-
 - completion of the new Harlow Town Football Stadium at Barrows Farm, with the first matches played in October;
 - release of the land for the first phase of housing on the Fifth Avenue Gateway site. Planning consent has now been granted for this phase and construction is underway.
 - construction of a new athletics track at Mark Hall School - part of the wider sports development at the School which has brought a new community sports hall and improved football facilities.
- Construction of a new integrated community sports and leisure facility. Part of the Gateway Scheme, the new centre will comprise an 8 lane, 25m length pool; learner pool; two new sports halls; new health and fitness suite, café and bar facilities and an innovative new Science Alive centre. The construction contract is currently out to tender and work should start in spring 2007.
- An ongoing programme of investment and expansion at Harlow College, the two most recent building projects being a new construction training centre and a science building.
- Establishment of a new 'University Centre' for Harlow – the new centre, to be known as the Anglia Ruskin University Centre with Harlow College, will be the result of a new joint venture partnership arrangement between Harlow College and Anglia Ruskin University which was announced in February.
- Significant progress on raising educational standards - the latest educational attainment figures (2006) for pupils attaining 5 or more GCSE A*-C Grades show that Harlow has exceeded the Essex and England averages, achieving 60.4%
- Creation of a Harlow Innovation Centre, which has taken a step forward with the acquisition by the Council of Great Eastern House, Edinburgh Way. The building will now be renovated to provide some 5,300 m² of new and refurbished space catering for a range of start up and small business units. It is expected to open in October 2008. The project is funded both by EEDA and a Growth Areas Fund (GAF II) grant from the government.
- Consultation has taken place on the other 4 GAF II funded neighbourhood renewal projects – part of a £10m package of investment secured by the Council. The proposed schemes at Clifton Hatch, Prentice Place, Staple Tye and Old Harlow are being refined in response to the consultation and project management arrangements are now in place to develop and oversee the detailed implementation plans.

- A further £1m of GAF II funding has also been secured for the Town (October 2006) by Essex County Council for bus infrastructure improvements. This will be used to part fund the County Council's bus infrastructure improvements along First Avenue, linking New Hall to Harlow town centre. The project will deliver a bus priority route and measures to improve accessibility, safety and security, with real-time passenger information at bus stops and improved bus stops and new shelters.
 - Proposals for the next phase of the marketing and implementation of the Town Centre North redevelopment have been agreed by the Council's Policy and Resources Committee in June 2007
 - An overall vision and Master Plan Framework for the Town Park that will help to realise its potential and establish it as a green space of regional significance for residents and visitors has been agreed by the Council (October 2006).
 - Proposals for ensuring Harlow maximises the benefits of the Olympics have also been developed.
 - Top quartile performance has been achieved by the Council on its delivery of Decent Homes standards.
 - A new private sector stock condition survey has been commissioned. The results(anticipated autumn 2007), will determine the level of input the Council will need to make in order to ensure it assists private owners and landlords to achieve the Decent Homes Standard in private sector housing.
28. However, there have also been a number of wider policy changes and developments which impact on how the Council should go forward and these are covered in the next section.
29. Particularly important has been the establishment of Harlow Renaissance, as a local delivery vehicle, with dedicated resources and a Board of both public and private sector representatives, to take forward elements of the regeneration of Harlow in a practical way.

THE CHANGING CONTEXT TO REGENERATION IN HARLOW

30. As well as substantive progress on many of the initiatives reported in November 2005, there have also been a number of important policy developments, organisational and other changes over the past year which affect the Council's regeneration strategy.
31. These include: -
- Publication in December 2006 of the Secretary of State's proposed changes to the Draft Revision of the East of England Plan following the Panel's Recommendations from the Examination in Public. The Secretary of State, in large measure, rejected the Panel's Recommendations for Harlow, reaffirming the importance of Harlow as a major location for growth, investment and development. It is anticipated that the

Secretary of State will publish the final version of the Regional Spatial Strategy (i.e. the East of England Plan) in late autumn 2007.

- In March 2006 Harlow 2020 published an update of the Harlow Community Strategy – Harlow 2020 Vision 2000/09. This document sets out 8 key themes as a focus for action. Implementation is being taken forward by a combination of six 2020 action groups and two already established partnerships in the town.
 - The Local Plan has been adopted, and work is progressing under the new Local Development Framework on the Local Development Documents which will replace it in 3-4 years time.
 - The Essex Local Area Agreement has been published (March 2006). Concerns that the County based agreement did not appropriately represent the challenges and opportunities created by the physical, economic and social infrastructure and conditions within and affecting Harlow, led to the development of the Harlow Local Area Agreement. The Harlow LAA, developed through the 2020 Local Strategic Partnership, represents the commitment of partners working within Harlow and recognizes that priorities within Harlow may differ from the composite priorities for the whole of Essex represented by the Essex Local Area Agreement.
 - There have been a number of national policy developments including White Papers on Raising Skills Improving Life Chances (March 2006) and Strong and Prosperous Communities (October 2006).
 - The Audit Commission has published a comprehensive guidance manual on economic regeneration and performance indicators (November 2005). Through the LAA process, in conjunction with the Local Strategic Partnership a range of Quality of Life indicators are being developed that encompasses economic regeneration.
 - Various organisational changes have taken place - notably the reorganisation of PCTs with a new West Essex PCT covering Harlow.
 - The Council has also agreed a strategy for community engagement and established a new Communities of Interest Forum to tackle the town's issues. The new group met for the first time in July 2006.
- 32.** In the light of these changes, it is important that the Council has a current Regeneration Strategy and Implementation Plan to enable it to focus its attention on key priorities, including ensuring that it is effectively influencing emerging policy and resource allocation decisions in accordance with the Strategy aims and objectives. This document is intended to fulfil this purpose as well as provide a framework for action that the Council itself is undertaking or initiating.

Secretary of State's Proposed Changes to the Draft East of England Plan

The Panel's recommendations on the draft East of England Plan proposed a different approach to the sub-regional strategies proposed by EERA in the draft Plan by essentially reducing the level of proposed growth in and around Harlow. However after consideration of the Panel's Recommendations the Secretary of State reaffirmed the position of Harlow as a Key Centre for Development and Change.

According to the Secretary of State the strategy for Harlow is:

- (1) To promote the renaissance of the new town through developing its role as a major regional housing growth point, major town centre and strategic employment location to 2021 and beyond. Regeneration and redevelopment of the existing town and urban extensions will be combined with transport measures and enhancement and conservation of green infrastructure to fulfil this strategy.
 - (2) LDDs should provide for a total of 16,000 additional dwellings between 2001 and 2021, including urban extensions in Epping Forest and East Hertfordshire Districts. Additional housing should be provided:
 - Within the existing area of the town through selective renewal and redevelopment, including mixed use development in the town centre; and
 - Through urban extensions to the north, east and on a smaller scale the south and west
- 33.** The objective is to put in place a development strategy which promotes Harlow's regeneration, is as sustainable as possible and can be implemented at the required pace. The Green Belt will be reviewed to accommodate the urban extensions. New Green Belt boundaries should be drawn so as to maintain its purposes, specifically to maintain the integrity of the principles of the Gibberd Plan and landscape setting of Harlow and the physical and visual separation of the town from smaller settlements to the west and north. The review to the north should provide for an eventual development of at least 10,000 dwellings and possibly significantly more – of a large enough scale to be a model of sustainable development. The expansion of Harlow provides a major opportunity to address the substantial need for economic and physical regeneration of the post war new town, to meet a significant proportion of the development needs of the London Stansted Cambridge Peterborough growth area to 2021 and beyond, including in regard to employment activities related to the growth of Stansted Airport and housing, and to enhance Harlow's sub-regional status as an important centre for the surrounding areas of Essex and Hertfordshire.-
- 34.** The Secretary of State is considering responses to the consultation exercise that concluded in March 2007 and is thought likely to publish the final document in late autumn 2007.

35. Once the Plan is finalised, it will be the task of Local Development Documents to provide the detailed planning framework for the implementation of the Plan's proposals to 2021.

Changes in government policy

36. The government is continuing its drive to improve workforce skills at both a national and local level. The White Paper Raising Skills Improving Life Chances (March 2006) sets out the government's proposals in this area and offers further opportunities for Harlow to tap into programmes and funding aimed at improving the skills base of the nation's workforce.

37. The White Paper proposals aim to:-

- renew the mission of the Further Education system, and its central role in equipping young people and adults with the skills for productive, sustainable employment in a modern economy;
- provide new incentives for colleges to develop distinctive areas of specialist excellence;
- put the needs and interests of learners and employers at the heart of the system, so that their choices drive funding and performance management
- create a new entitlement to free training and support for those young people who most need it, to get the qualifications for good, high-skill jobs
- develop a new national strategy for raising the quality of teaching and learning in Further Education

38. More recently, the White Paper Strong and Prosperous Communities (October 2006) has been published. This too offers opportunities to Harlow by giving local government a more prominent role as "strategic leader and placemaker".

39. The White Paper recognises that:

"People want to live in pleasant and thriving places: to have good quality services, a safe and good physical environment, accessible transport links, a strong sense of community and for there to be opportunity for all.

That is the ideal. But economic decline, deprivation and historic under investment can mean that the reality is very different. Places can be blighted by drug abuse, poor housing, anti-social behaviour, poverty and worklessness...

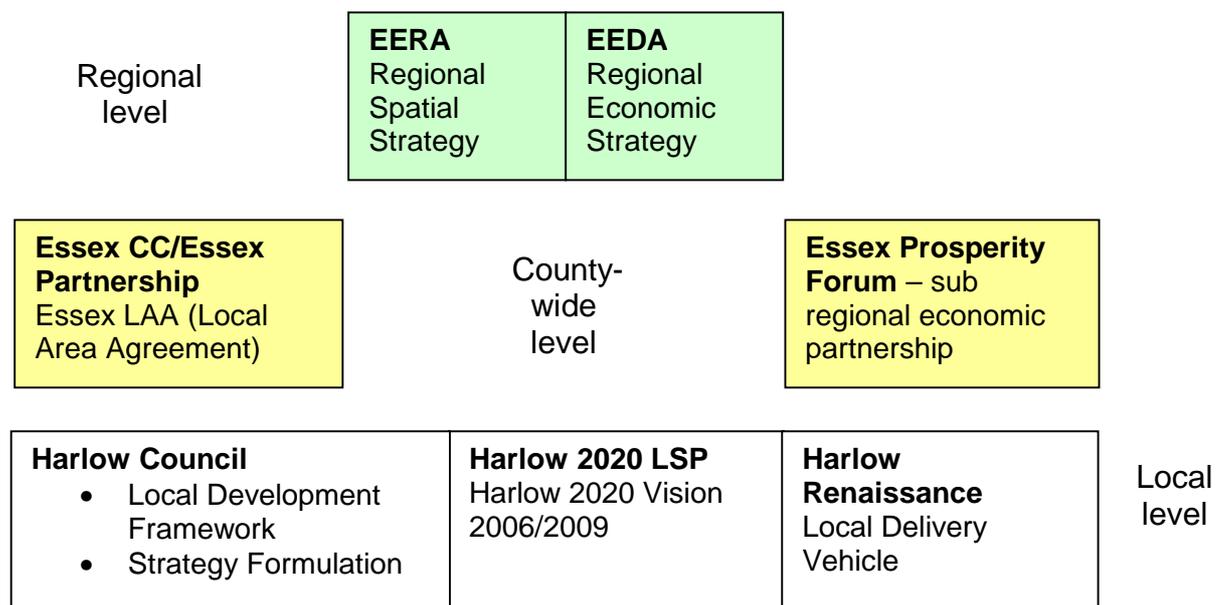
Tackling these problems is hard."

40. It proposes to reinforce the strategic leadership role of local government; strengthen local partnership working and put it at the heart of local service delivery; and, strengthen and simplify local arrangements for delivering responsive services and local people, for example by streamlining procedures for involving communities in the creation of sustainable community strategies, LAAs, and Local Development Frameworks.

41. Harlow is already well positioned to harness any opportunities that the White Paper creates. It has a strong Local Strategic Partnership, a long track record of partnership working, and the recent experience of the Essex Local Area Agreement.
42. What will be important, is a joined up approach to tackling regeneration issues. The next section looks at how this might be achieved.

JOINED UP POLICIES AND PROGRAMMES

43. One of the key conclusions of the PACEC Regeneration Study was that taking forward the delivery of a regeneration strategy for Harlow would require multi-agency effort and continued partnership working.
44. Co-ordination needs to be at the strategic level where major policy and resource allocation decisions are made, through to the detailed development and implementation of individual projects and programmes.
45. One of the key issues for the Council is to maximise its access to resources which can be deployed for the benefit of the Town. It can best do this by ensuring that:-
 - Harlow's needs are recognised in other organisations' policy and spending frameworks and priorities.
 - The policies and programmes of the different organisations are aligned as closely as possible and complement each other in a mutually reinforcing way (eg job creation initiatives are aligned with training and access to employment initiatives).
 - Effective mechanisms for co-ordinating activities are in place.
46. Some of the critical documents and relationships are shown schematically in the diagram below (Fig 4): -



- 47.** In addition, the Council has its own five year Corporate Plan which sets out the Council's overall aims and ambitions and explains how the Council is going to achieve its strategic objectives. The Plan is laid out using 5 strategic objectives:
- A clean, safe and sustainable environment
 - A prosperous community
 - Decent Affordable homes
 - A caring community, with a higher quality of life
 - High performing customer services
- 48.** The policies in the regional spatial strategy (draft East of England Plan) have already been discussed. Appendix 2 looks at how the key strategies and priorities of the other organisations (EEDA, Essex Partnership, Essex Prosperity Forum and Harlow 2020 Local Strategic Partnership) line up around 6 themes: -
- Economic prosperity
 - Education, learning and skills
 - Creating the conditions for growth and regeneration
 - Homes, Neighbourhoods and Quality of Life
 - Delivery mechanisms
 - Stakeholder and community engagement
- 49.** As might be expected, given the different remits of each organisation, the greatest alignment is around the first two of these; but generally the different strategies and priorities do support and reinforce Harlow's regeneration strategy.

Harlow 2020

50. At a local level, regeneration is given particular prominence in the recent update of the Harlow Community Plan – Harlow 2020 Vision 2006/2009, March 2006.
51. The Harlow 2020 Vision for Harlow is for it to be:-
- “A clean, safe, sustainable and healthy town with good educational prospects for its citizens, a variety of homes and jobs to meet local needs, and a range of sporting, leisure and cultural opportunities contributing to a higher quality of life.”*
52. The 2020 Community Plan has 8 key priorities based around the Vision statement, as set out below:-
- Economic Prosperity.
 - Education, Learning and Skills.
 - Free Time
 - Health and Well-Being
 - Homes and Neighbourhoods.
 - Transport
 - Children and Young People
 - Crime and Community Safety
53. The first 6 of these priorities are being developed and implemented through 6 Action Groups with a cross section of stakeholder involvement; and the last 2 by already established partnerships - the Harlow Children and Young People Strategic Partnership (CYPSP) and the Safer Harlow Partnership.
54. In addition to these priorities 2020 Community Plan contains a set of values for the future development of the town. These values were arrived at through consultation with local people and include:
- Adherence to the spirit of the town’s original master plan, which focuses on developments in neighbourhoods, with local facilities within walking distance and access to open spaces or green wedges
 - Provision of more affordable and rented new homes for local people
 - Continued improvement in the quality of life for local people, through regeneration of the town’s infrastructure and public services – for example, better transport
 - Tackling issues of inequality, for example, poverty and lack of access to quality jobs, all of which would involve significant regeneration of areas of the town
 - Any development should be sustainable – in other words at no cost to the quality of life for future generations

Local people want to see substantial demonstrable benefits to the town, including development of the values, in response to significant growth.

Essex Local Area Agreement

55. The aim of the Essex Local Area Agreement (LAA) is to prioritise and focus on the needs of identified groups of service users and residents in a way that will lead to a step-change in the collective effectiveness of the whole public sector in Essex.
56. The Essex LAA was published in March 2006 and contains 14 Priorities for Action grouped under four main blocks of activity, the whole being badged under the strapline “Health and Opportunity for the People of Essex”.
57. The Essex Partnership, which oversees the LAA process, has located work on the Local Area Agreement in existing partnerships wherever possible.
58. This means that four blocks of activity are being developed as follows:
- **Children and Young People:** lead by the County Children and Young People’s Strategic Partnership, which is also developing the County’s Children and Young People’s Plan under the Children Act;
 - **Safer and Stronger Communities:** lead by the County Safer and Stronger Communities Group - which has modified its structure in order to broaden its focus and draw on specialist expertise relevant to the “Stronger Communities” theme;
 - **Healthier Communities and Older People:** partners were planning early in 2005 to establish a new Strategic Partnership to look at Adult Care issues. Those plans have been fine-tuned to create a partnership body that is fit for purpose to develop priorities within this block;
 - **Economic Development:** lead by the Greater Essex Prosperity Forum. Detailed work is being carried out in the Prosperity Forum Advisory Group, which brings together key public sector delivery organisations including the Haven Gateway and Thames Gateway Partnerships.
59. Although there are many aspects of the LAA which are relevant to the regeneration of Harlow, clearly the last block is particularly important.
60. The relationship between the blocks and the 14 priorities – many of which contain actions and targets which are relevant to more than one block – is set out in the Table below: -

	LAA Priority	Children and Young People	Safer and Stronger Communities	Healthier Communities and Older People	Economic Development
1	Reduce Obesity	√		√	
2	Reduce the number of people who smoke in Essex	√		√	

3	Ensure development is designed to promote healthier living in the built environment	√	√	√	√
4	Reduce the need for older people to go into hospital or residential care		√	√	
5	Generate inward investment and stimulate business development and innovation	√	√	√	√
6	Increase the number of young people who take a job or stay on in education or in training	√			√
7	Raise educational attainment	√	√	√	√
8	Keep vulnerable children and young people safe	√	√	√	
9	Save lives at risk from accidents from roads and fire	√	√	√	
10	Reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime	√	√	√	
11	Build respect in communities and reduce anti-social behaviour	√	√	√	
12	Actively manage our environment	√	√	√	√
13	Empower local people to have a greater voice and influence over local decision making and the delivery of services	√	√	√	√
14	Improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery	√	√	√	√

Essex Economic Prosperity Forum

61. As noted earlier, the detailed work on the LAA Economic Development block is being undertaken by the Essex Economic Prosperity Forum, which is one of the sub regional economic partnerships established by the East of England Development Agency (EEDA) to take forward the Regional Economic Strategy at local level.
62. The Forum has an important role in prioritising how EEDA programmes and funds are deployed in the sub region, and uses the Essex Regional Development Agency (ExDRA) as one of its main implementation agencies.
63. The Forum produces an annual Business Plan, the key priorities of which are summarised in Appendix 2.

Regional Economic Strategy (EEDA)

64. Finally, the Regional Economic Strategy (RES) sets the overall long term vision for the sustainable economic development of the East of England. Prepared by EEDA, it was published in November 2004 and sits alongside the regional spatial strategy (the draft East of England Plan). The RES is formally reviewed every 3 years.
65. The RES has 8 strategic goals:-
1. A skills base that can support a world-class economy
 2. Growing competitiveness, productivity and entrepreneurship
 3. Global leadership in developing and realising innovation in science, technology and research
 4. High quality places to live, work and visit
 5. Social exclusion and broad participation in the regional economy
 6. Making the most from the development of international gateways and national and regional transport corridors
 7. A leading information society
 8. An exemplar for the efficient use of resources
66. The goals, and the specific actions designed to achieve them, are also summarised in Appendix 2.
67. In order to deliver the actions in a coherent way (both directly as an organisation, and through other partner organisations and delivery agencies), EEDA has organised itself around 4 core product streams:-
- Business support
 - Enterprise Hubs
 - Regional Renaissance
 - Investing in Communities
68. These product streams are particularly important in providing support and pump priming funding for regeneration activities in the Town. For example, EEDA is helping to fund the establishment of the Harlow Innovation Centre in Edinburgh Way, and the work on the development of a University campus at Harlow College, and has helped to fund a variety of skills related initiatives under the Investing in Communities budget.

HARLOW REGENERATION STRATEGY – Vision and Objectives

69. As can be seen from the previous section, there is a tremendous amount of activity around economic development and regeneration issues in the region, and more locally. However, with the exception of Harlow 2020, the focus of many of the organisations involved is much wider than Harlow. It is therefore important that Harlow is able to both influence those organisations through proactive involvement and dialogue; and that Harlow's needs and issues are appropriately recognised and reflected in relevant policies and programmes.

70. This Harlow Regeneration Strategy document therefore draws together the various strands of regeneration strategy and policy and, by drawing on documents within and outside the Council, seeks to ensure that, so far as possible, the Council's policy aims and objectives are aligned with those of others.
71. It also provides a focus for action by the Council and reflects the different roles the Council has to play in the process – for example community leader, policy maker, facilitator and enabler, accountable body for funding bids, project and service delivery.
72. The core elements of the strategy are based around the Harlow Regeneration Strategy study, undertaken by PACEC and published in July 2005; and other key policy documents such as the Regional Economic Strategy and the Harlow 2020 Community Strategy, which have been described in the previous section.
73. The PACEC study identified the following six needs and priorities for the regeneration of Harlow:
- Building and dynamic economic base
 - A skilled and innovative workforce.
 - A step change in the physical environment.
 - Social inclusion for all.
 - The rebranding of Harlow.
 - Creating critical mass for investment
74. Some realignment of these is needed to take account of other policies and strategies which impact on Harlow as well as local priorities (Harlow 2020 for example), and the attached strategy is therefore organised around the following six themes:
- Economic prosperity
 - Education, learning and skills
 - Creating the conditions for growth and regeneration
 - Homes, neighbourhoods and Quality of Life
 - Delivery mechanisms
 - Stakeholder and community engagement

Regeneration Strategy Statement – Vision and Core Objectives

75. One of the main issues for the strategy is to be clear what it is trying to achieve for the Town.
76. The Harlow 2020 Vision already contains the following vision statement for Harlow: -

“A clean, safe, sustainable and healthy town with good educational prospects for its citizens, a variety of homes and jobs to meet local needs, and a range of

sporting, leisure and cultural opportunities contributing to a higher quality of life.”

77. Given the focus of the regeneration strategy, and the role the draft East of England Plan envisages for Harlow, it is suggested this is supported by a statement about Harlow’s regional economic role:-

“A sustainable sub regional centre with a vibrant, diverse and high-performing economy, and the infrastructure to support.”

78. Such a statement commits Harlow to achieving or exceeding performance against the appropriate Essex, regional or national key economic performance indicators such as on education, skills and training, business formation, employment growth, workforce participation, earnings and retail rankings.
79. Core themes within the strategy would include the 6 groupings used to map other organisation’s policies and programmes (see Appendix 2):-
- Economic prosperity
 - Education, learning and skills
 - Creating the conditions for growth and regeneration
 - Homes, neighbourhoods and Quality of Life
 - Delivery mechanisms
 - Stakeholder and community engagement
80. These headings will be used as the basis for grouping implementation activities and monitoring performance.
81. The following core objectives are suggested, using as a base the Harlow 2020 Vision priorities: -

Economic prosperity

- Developing a dynamic economic base, by retaining existing businesses in the area, and attracting new investment.
- Creating a more robust economic base by expanding the SME sector in Harlow and developing specialist clusters around new and existing growth industries
- Continuing to regenerate the town centre.
- Training of flexible and skilled workforce to meet employers needs

Education, learning and skills

- Raising aspirations and achieving local recognition of measurable progress across all phases of learning
- Securing the best possible educational staff, facilities and resources for the local community
- Developing a strategy which enables all sections of the community to be involved in, and have access to, lifelong learning

Creating the conditions for growth and regeneration

- Ensuring recognition of Harlow's needs and potential at all levels of government and raising the profile of the Town to potential investors
- Ensuring the Harlow is able to exploit fully its geographical position in relation to major regional economic development by developing transport networks in our area
- Ensuring that reliable public transport is accessible to all sections and areas of the Harlow community, meeting both social and economic needs.
- Developing and implementing initiatives that help to make Harlow a safe and convenient place to travel around and visit

Homes, neighbourhoods and Quality of Life

- Improving the overall supply of housing and widening choice
- Increasing the supply of good quality, decent and affordable housing.
- Improving local neighbourhoods and enhancing the green environment
- Ensuring adequate provision of health and community facilities

Delivery mechanisms and stakeholder/ community engagement

- Ensuring the effective co-ordination of the policies and programmes of all organisations with a remit in the regeneration of the Town
- Ensuring the effective engagement of stakeholders and the community in policy formation and delivery programmes

What does this mean for Harlow?

82. The particular actions and priorities for achieving this objectives are described in the next section, but in essence, the Strategy is seeking to achieve for Harlow over a 5 to 10 year period:-

- A regenerated **town centre**, including the regeneration of the Harvey Centre and implementation of the proposals for Town Centre North; and for Wych Elm resulting in more choice for shoppers, a step change in Harlow's ranking in the national retail hierarchy, a greater range and level of provision of restaurant, entertainment, residential accomodation and services, a vibrant evening economy and greater use of the centre for business activity in general **New employment opportunities** through investment in existing employment areas, and the creation of new areas such as the Nortel employment area; greater diversity of employment with a strong SME sector and high rates of new business formation and entrepreneurship; and recognised clusters of economic specialism in key sectors of importance to the regional economy such as R&D.
- **Regeneration of the older employment areas**
- **Educational** attainment levels which match or exceed the regional average
- A more **highly skilled and flexible workforce** with good access to local jobs and a reduced need to commute long distances for work.
- Improved **transportation links** within and outside the town, including a significant reduction in current congestion levels on main routes in and out of the town and better public transport

- More choice of **homes** and more affordable homes, offering a greater mix of new homes being developed in Harlow, diversifying the tenure of homes in certain key areas of the town, whilst also ensuring that there is a choice and adequate supply of affordable homes and social housing to meet both existing and growing needs.
- Upgrading of the **District Centres** and Neighbourhood hatches most in need of renewal
- Significant progress with **neighbourhood renewal**
- A **reduction in deprivation levels**, particularly where they are geographically concentrated
- Improved **health and community facilities**, with provision keeping pace with development
- Improved **leisure facilities** including a new community leisure centre for the Town and improved playing facilities across the town.
- Ongoing investment in the Town's **green infrastructure** to ensure maximise its use and enjoyment as an environmental asset
- A vibrant community and voluntary sector with capacity to engage in Harlow's regeneration.

83. The next section sets out how the Council proposes to get there.

KEY PRIORITIES

84. In pursuing the vision and objectives of the strategy, the following priority actions are proposed over the coming year. Bringing projects to fruition will, however, inevitably take longer. Appendix 3 looks in more detail at key timescales and performance criteria for each of the actions.

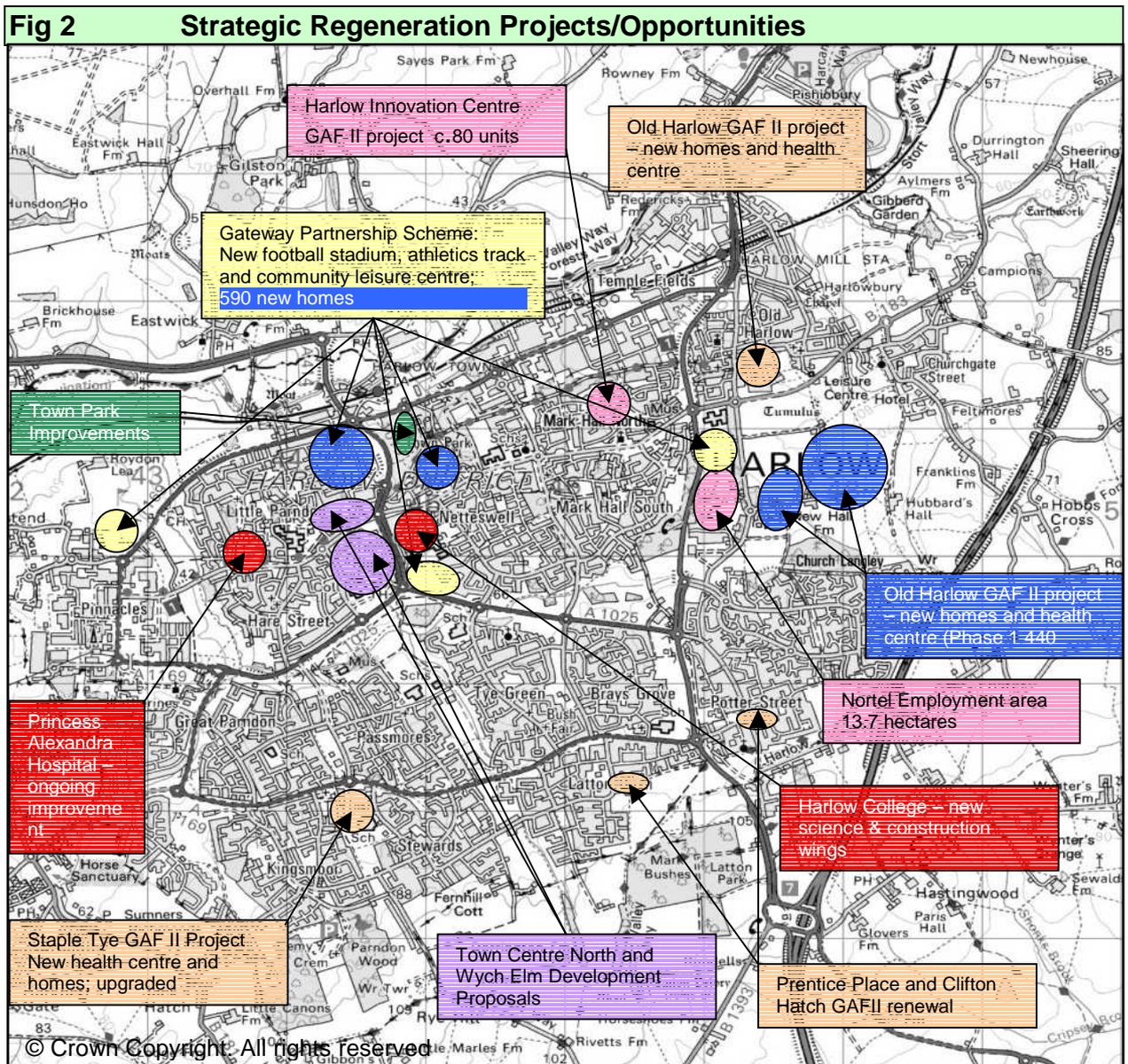
Regeneration Strategy Theme	Priority Actions
Economic prosperity	<ul style="list-style-type: none"> ▪ Continue with the phased regeneration of the Town Centre/appoint a developer partner to take forward implementation of the Town Centre North proposals ▪ Establish the Harlow Innovation Centre by April 2008 ▪ Promote the comprehensive development of the Nortel employment area ▪ Develop a Cluster strategy for the town, working with EEDA and Harlow Renaissance ▪ Bring forward proposals for the regeneration of the Templefields employment area at Elizabeth Way and River Way ▪ Initiate a review of Business support needs and activities in the town
Education, learning and skills	<ul style="list-style-type: none"> ▪ Implement the Skills strategy prepared by the Harlow 2020 Education, Learning and Skills Group (ELSAG) ▪ Contribute to proposed Learning Blueprint and Skills for Life strategies being produced by ELSAG ▪ Develop a more detailed sectoral skills strategy

	<ul style="list-style-type: none"> ▪ Establish a branch of Anglia Ruskin University in the Town
<p>Creating the conditions for growth and regeneration</p>	<ul style="list-style-type: none"> ▪ Implement the policies and proposals of the Replacement Local Plan whilst progressing the new Local Development Framework arrangements, including possibly a joint arrangement with Epping Forest and East Herts. District Councils to produce joint local development documents to cover the extension of Harlow beyond its boundaries ▪ Produce an initial masterplan framework for any proposed growth areas ▪ Test the Masterplanning Principles document produced in 2005 to guide new development proposals. ▪ Lobby for funding to produce an up to date Transport Strategy for the Harlow area in the light of changes to the draft East of England Plan ▪ Develop proposals through Harlow Renaissance to improve perceptions of the Town and enhance its image and branding ▪ Work closely with EEDA, the Essex Economic Prosperity Forum and other partner organisations to ensure a joined up approach to the regeneration of Harlow ▪ Liaise closely with organisations such as the new West Essex PCT, Essex Council and English Partnerships with assets in Harlow to maximise the benefits of pooling assets and resources. ▪ Work with Harlow Renaissance to establish a developer contributions and land value capture strategy around regional growth proposals
<p>Homes, Neighbourhoods and Quality of Life</p>	<ul style="list-style-type: none"> ▪ Complete the Gateway Scheme involving new homes and the provision of a new community leisure centre by 2009 ▪ Ensure that the second phase of new house building at Newhall Farm integrates effectively with the rest of Harlow and produces appropriate levels of affordable housing. ▪ Work with Harlow Renaissance, developers and other organisations to increase the rate at which new homes are built, and to increase the provision of affordable tenures ▪ Ensure all homes achieve the Decent Homes Standard by 2010 ▪ Implement the approved GAF II Neighbourhood Renewal Projects at Clifton Hatch, Prentice Place, and Old Harlow by March 2008. Staple Tye will follow in the next round of Growth Area Fund bidding (GAF III). ▪ Ensure the town's key health and community facilities are upgraded and improved where appropriate (eg the Princess Alexandra Hospital; and Old Harlow) ▪ Implement the agreed Masterplan for the Town Park. ▪ Continue to promote the development and implementation of projects identified in the Green Infrastructure Plan for the Harlow Area published in November 2005 (eg the Stort Riverpark proposals)
<p>Delivery mechanisms</p>	<ul style="list-style-type: none"> ▪ Maximise the use of available delivery mechanisms and resources in line with the strategy ▪ Undertake a review of funding sources and opportunities and

	<p>prepare an up to date funding strategy to ensure new bids are aligned with key priorities, and that the Council is able to tap readily into new funding sources and opportunities</p> <ul style="list-style-type: none">▪ Develop a shortlist of projects, including the work already undertaken at Staple Tye under GAFII, suitable for GAF III funding, once the criteria are published.
Stakeholder and community engagement	<ul style="list-style-type: none">▪ Review progress under the Community Engagement Strategy; and develop a specific strategy around regeneration activities drawing on the experience with recent regeneration projects, and taking account of the developing role of Harlow Renaissance.▪ Development of a strategy in partnership with the Voluntary Sector Forum to enable the community and voluntary sector's full participation in the regeneration of Harlow.

85. As can be seen from the list of actions, some initiatives have a clear, tangible output – such as site-specific development proposals. Others represent more “softer” initiatives where the outcomes are less easy to visualise, and sometimes to track.

86. The map below highlights the major regeneration and investment initiatives which are currently being implemented, or are proposed.



DELIVERY MECHANISMS

87. Some indication of the range of delivery mechanisms available to the Council has already been given in previous sections of the document.
88. In particular, Harlow Renaissance will have an increasingly important role to play in delivery as it becomes fully established over the coming year.

- 89.** It is important to note, however, that Harlow Renaissance is a local delivery vehicle for regeneration. It does not set the policy context, which is rather for the Council and other bodies such as the government, EERA and EEDA to do.
- 90.** Alongside the specific delivery mechanisms which have been, or are being created to deliver new national policy initiatives, the Regional Economic Strategy, the Essex LAA priorities, Harlow 2020 priorities and other programmes, it is important to re-emphasise the need for effective co-ordination of activity at all levels, and for wider national and regional initiatives to be translated into terms where their relevance to Harlow is clear.
- 91.** This Regeneration Strategy is a first attempt to begin to do that; and it is envisaged that the strategy, and critically the Implementation Plan, will be regularly reviewed and developed to ensure Harlow is able both to maximise the opportunities available to the Town, and to ensure that proper recognition of Harlow's needs is given in the policy priorities and programmes of relevant organisations.
- 92.** In recent years, the Council has sought to strengthen its own capacity and capability in project management and commissioning skills and will continue to develop and apply best practice in the regeneration field. In particular, it attaches particular value to the added strength and more effective use of resources that partnership working brings to many projects.
- 93.** It will work proactively to ensure effective multi-agency co-ordination of activity within the town.
- 94.** It will also work proactively to ensure the voluntary and community sector can and does play a full role in the development and implementation of the Regeneration Strategy - for example, as part of a consortium, it has recently submitted an Invest to Save Bid for funding to improve the infrastructure support provision for the sector and is awaiting the outcome.

STAKEHOLDER AND COMMUNITY CONSULTATION AND ENGAGEMENT

- 95.** As noted earlier, the active support and involvement of key stakeholders at both strategic and local levels as well as local community groups will be essential of the strategy is to succeed overall.
- 96.** Appendix A sets out a provisional list of groups that were consulted before adopting and publishing the final version of the Strategy and Implementation Plan.
- 97.** Engagement can take place in a number of ways, for example, many of the stakeholder organisations are actively involved in the Local Strategic Partnership, Harlow 2020, and the Council undertakes regular consultations on a number of issues.
- 98.** The Council has a Communications and Community Engagement Strategy (October 2005) and Implementation Plan (February 2006). The Strategy aims to ensure that Harlow Council, as the community leader for Harlow, has a high level of community engagement in the development of its objectives and priorities.
- 99.** Amongst the implementation measures for the Strategy, the Council has:-
- Established a “Communities of Interest” Forum, at which representatives of Harlow interest groups, aligned to the Council’s priorities, can have quarterly meetings with senior officers and politicians. The Forum met for the first time in July 2006.
 - Initiated town wide consultation meetings for members of the Community. These provide individual people with an opportunity to meet with councillors and officers to input into decisions about major town-wide issues, such as town centre development budget-setting on priorities
 - Initiated Neighbourhood meetings, which are held on an ad hoc basis when issues arise that, are specific to particular geographic community.
- 100.** The Council has also sought to improve its engagement with the Business Community through regular quarterly Business Briefings and periodic consultations (for example as part of the Regeneration study).
- 101.** The Council will use these and other mechanisms to involve stakeholder organisations and communities in the development and review of its Regeneration Strategy; and in the development and implementation of specific projects and programmes.
- 102.** For example, local consultations have taken place on the other 4 GAF II funded neighbourhood renewal projects – part of a £10m package of investment secured by the Council. The proposed schemes at Clifton Hatch, Prentice Place, Staple Tye and Old Harlow are being refined in response to the consultation and project management arrangements are now in place to

develop and oversee the detailed implementation plans. The full results of the consultations were published in June 2006 and are available on the Council's web site.

103. And on a broader scale, in 2005 the Council consulted a cross section of residents and businesses about the growth and regeneration proposals in the draft East of England Plan. Again, the results were published on the Council's web site.

104. The proposals in the Plan receiving the highest level of support included:-

- Retaining the green open spaces in Harlow.
- More training opportunities
- Renewing the existing housing stock
- High quality public transport link
- Increase the range of employment opportunities
- Introduction of new health facilities
- Support for local SMEs
- Key worker housing
- 30% of new homes to be affordable housing

105. Once the Community Engagement Strategy has had a chance to bed in, and Harlow Renaissance has had an opportunity to become established, the Council will bring forward a more detailed Community Engagement Plan for its regeneration related activities which will also make clear the different roles each organisation has in consulting on and implementing regeneration proposals in future.

IMPLEMENTATION PLAN

106. Regeneration can sometimes be a slow process, particularly where larger-scale development or implementation projects are involved. However, as noted earlier, many initiatives are already underway in the town, and a key aim of the strategy is to ensure that the pace and scope of regeneration activity is maintained and increased.

107. Projects such as the Gateway scheme are delivering benefits to the town now, and will continue to do so over the coming years as the development of the Gateway site for new homes, including 30% affordable housing, takes place in phases, and construction of the new community leisure completes in winter 2008. Proposals for the four neighbourhood renewal pilot projects grant funded by the Government's Growth Areas Fund will also be implemented in 2007/08.

108. However other projects will take longer – for example, implementation of proposals for the regeneration of Town Centre North is unlikely to take place before 2011; and a new local plan for Harlow, under the new Local Development Framework system is unlikely to be adopted before the latter part of 2010.

- 109.** Attached to this Strategy is a more detailed Implementation Plan which shows what is being done now to build momentum.
- 110.** The Plan is in a form which can be regularly monitored, reviewed and updated as new activities are developed and existing ones complete. It will be reviewed and updated on at least an annual basis. This will be the responsibility of the Council's Regeneration Unit through the establishment of an officer Regeneration Working Group which will then report to the Council's Policy and Resources Committee.
- 111.** One of the important actions is to develop a core set of economic and performance measures which can be used to regularly chart progress in achieving the objectives of the strategy over time.
- 112.** Various measures can be used to track progress, but in broad terms, three types of measure are particularly important:-
- Outcome measures** – which measure success against the strategy such as an increase in the business birth rate in Harlow
- Output measures** – the building blocks needed to achieve the outcome - such as the number of new small business units built; or business start up courses run.
- Milestone measures** – critical points along the path to achieving outputs and outcomes.
- 113.** The Implementation Plan outlines an initial set of measures for each activity along with the lead owner.
- 114.** Appendix 4 also provides a summary of Key Indicators from the earlier (July 2005) Regeneration Strategy study. One of the key tasks for the first year of operation of the Strategy will be to develop a more comprehensive and up to date list of key output and outcome measures which can be developed into an annual time series of trend information to track progress over time.
- 115.** Finally, implementation will be critically dependent on the input of other organisations as well as the Council. The Plan makes clear where this is the case, and clarifies the particular role the Council itself intends to play.

APPENDIX 1 STAKEHOLDER AND COMMUNITY GROUPS

EERA (East of England Regional Assembly)
EEDA (East of England Development Agency)
GO East
English Partnerships
Harlow 2020
Harlow Renaissance
Greater Essex Prosperity Forum
ExDRA
Inspire East

Essex County Council
East Herts District Council
Epping Forest District Council
Hertfordshire County Council

Princess Alexandra Hospital NHS Trust
West Essex PCT
Harlow Health Centres Trust

Essex Learning and Skills Council
Harlow College
Harlow Education Consortium

Harlow and District Chamber of Commerce
Business in the Community
Jobcentre Plus

Harlow Social Housing Partnership Group (RSL's)
Communities of Interest Forum

Harlow Youth Council
Harlow Voluntary Sector Forum
Harlow Civic Society

Appendix 2 Mapping of key strategies and priorities to Regeneration Strategy themes

Harlow Regeneration Strategy Theme						
Organisation	Economic prosperity	Education, learning and skills	Creating the conditions for growth and regeneration	Quality of Life	Delivery mechanisms	Stakeholder and community engagement
Harlow 2020 - Harlow 2020 Vision 2006 / 2009	<p>Economic Prosperity</p> <ul style="list-style-type: none"> ▪ Developing a dynamic economic base, by retaining existing businesses in the area, and attracting new investment. ▪ Continuing to regenerate the town centre. ▪ Training of flexible and skilled workforce to meet employers needs 	<p>Education, Learning and Skills</p> <ul style="list-style-type: none"> ▪ Raising aspirations and achieving local recognition of measurable progress across all phases of learning ▪ Securing the best possible educational staff, facilities and resources for the local community ▪ Developing a strategy which enables all sections of the community to be involved in, and have access to, lifelong learning <p>Children and Young People</p> <ul style="list-style-type: none"> ▪ Providing support and advice to raise children and young people's aspirations and their involvement in learning and work 	<p>Transport</p> <ul style="list-style-type: none"> ▪ Developing and implementing initiatives that help to make Harlow a safe and convenient place to travel around and visit ▪ Ensuring the reliable public transport is accessible to all sections of the Harlow community ▪ Ensuring the Harlow is able to exploit fully its geographical position in relation to major regional economic development by developing transport networks in our area 	<p>2020 high level priorities:-</p> <ul style="list-style-type: none"> ▪ Free Time ▪ Health and Well-Being ▪ Homes and Neighbourhoods. ▪ Children and Young People ▪ Crime and Community Safety <p>Homes and Neighbourhoods</p> <ul style="list-style-type: none"> ▪ Increasing the supply of good quality, decent and affordable housing. ▪ Improving the local neighbourhood street scene and enhancing the green environment 	<p>Six Action Groups:</p> <ul style="list-style-type: none"> ▪ Economic Prosperity ▪ Education, Learning and Skills. ▪ Free Time ▪ Health and Well-Being ▪ Homes and Neighbourhoods ▪ Transport <p>Two Partnerships:</p> <ul style="list-style-type: none"> ▪ Children and Young People – The Harlow Children and Young People Strategic Partnership (CYPSP) ▪ Crime and Community Safety – The Safer Harlow Partnership 	<p>2020 Conferences; consultations; publications</p>

Harlow Regeneration Strategy Theme						
Organisation	Economic prosperity	Education, learning and skills	Creating the conditions for growth and regeneration	Quality of Life	Delivery mechanisms	Stakeholder and community engagement
Essex Partnership - Essex Local Area Agreement	5. Generate inward investment and stimulate business development and innovation	6. Increase the number of young people who take a job or stay on in education or in training 7. Raise educational attainment		3. Ensure development is designed to promote healthier living in the built environment 10.Reduce crime, the harm caused by illegal drugs and to reassure the public, reducing the fear of crime 11.Build respect in communities and reduce anti-social behaviour 12.Actively manage our environment 14. Improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery	Overall – Essex Partnership and constituent bodies Economic Development Block (Priorities 3, 5, 6, 7, 12, 13 & 14)	13. Empower local people to have a greater voice and influence over local decision making and the delivery of services

Harlow Regeneration Strategy Theme						
Organisation	Economic prosperity	Education, learning and skills	Creating the conditions for growth and regeneration	Quality of Life	Delivery mechanisms	Stakeholder and community engagement
Greater Essex Prosperity Forum (GEPF) – 2006/07 Business Plan	<ul style="list-style-type: none"> ▪ To take advantage of the strategic location of Essex with its international gateways and transport corridors ▪ To help existing businesses become more commercially sustainable by encouraging and supporting innovation, and promoting new international markets. Furthermore, to assist the formation of new sustainable businesses in key locations and sectors. 	<ul style="list-style-type: none"> ▪ To develop a skilled and responsive workforce. 	<ul style="list-style-type: none"> ▪ To improve the image and profile of Essex to encourage desirable inward investment ▪ To link deprived communities with economic investment to achieve greater social inclusion 	<ul style="list-style-type: none"> ▪ To influence private and public investment to achieve an objective and sensitive balance between the built and natural environment. 	<ul style="list-style-type: none"> ▪ ExDRA (accountable body for EEDA funding) ▪ EEDA funding programmes – notably: <ul style="list-style-type: none"> - Investing in Communities - Enterprise Hubs - Business Support - Regional Renaissance 	<p>GEPF members including representatives of the Greater Essex Local Government Forum; Essex Business Consortium; EDO Network; SREPs; LDVs; ExDRA; BLE; LSE; Connexions; Universities; NHS Workforce Development; Job Centre Plus; Essex Chief Executives Association</p>

Harlow Regeneration Strategy Theme						
Organisation	Economic prosperity	Education, learning and skills	Creating the conditions for growth and regeneration	Quality of Life	Delivery mechanisms	Stakeholder and community engagement
East of England Development Agency (EEDA) – Regional Economic Strategy	<p>Goal two: Growing competitiveness, productivity and entrepreneurship</p> <ul style="list-style-type: none"> ▪ Building a more enterprising culture ▪ Providing a coherent and integrated business support service ▪ Supporting the accelerated and sustained growth, productivity and competitiveness of the region's businesses ▪ Developing the capacity of the region to engage in global markets and to improve the level and quality of foreign investment into the region ▪ Ensuring business development adds value and vitality to local communities <p>Continued</p>	<p>Goal one: A skills base that can support a world-class economy</p> <ul style="list-style-type: none"> ▪ Increasing employment rates in disadvantaged communities ▪ Supporting wider career choices for young people ▪ Developing skills that better meet business needs ▪ Developing higher level skills to support the knowledge economy <p>Goal five: Social exclusion and broad participation in the regional economy</p> <ul style="list-style-type: none"> ▪ Supporting those who are disadvantaged to achieve their potential ▪ Supporting disadvantaged communities and groups to access sustainable employment opportunities 	<p>Goal four: High quality places to live, work and visit (see Quality of Life)</p> <p>Goal six: Making the most from the development of international gateways and national and regional transport corridors</p> <ul style="list-style-type: none"> ▪ Taking advantage of the opportunities from sustainable airport expansion in the region ▪ Making the most of our gateways to the sea ▪ Promoting the delivery of strategic road, rail, and other public transport priorities for the region ▪ Ensuring that transport solutions serve economic growth in a sustainable manner ▪ Understanding and addressing the importance of transport links with London <p>Continued</p>	<p>Goal four: High quality places to live, work and visit</p> <ul style="list-style-type: none"> ▪ Ensuring a suitable supply of homes to support economic growth ▪ Ensuring the provision of social and transport infrastructure ▪ Ensuring a high quality supply of business land and premises ▪ Developing and enhancing green spaces and infrastructure to support economic growth ▪ Developing culture, heritage and leisure assets for residents and visitors ▪ Enabling renaissance and regeneration of the region's communities <p>Continued</p>	<p>Regional – through 4 core product streams:-</p> <ul style="list-style-type: none"> ▪ Business support ▪ Enterprise Hubs ▪ Regional Renaissance ▪ Investing in Communities <p>Sub-regional – Greater Essex Prosperity Forum; M11/West Essex SREF and ExDRA;</p> <p>Local – Harlow Council; Harlow Renaissance</p>	<p>Consultation on/ involvement in strategy documents; Stakeholder involvement in Delivery Groups</p>

Harlow Regeneration Strategy Theme						
Organisation	Economic prosperity	Education, learning and skills	Creating the conditions for growth and regeneration	Quality of Life	Delivery mechanisms	Stakeholder and community engagement
	<p>Goal three: Global leadership in developing and realising innovation in science, technology and research</p> <ul style="list-style-type: none"> ▪ Stimulating demand for research and development and knowledge transfer among the region's SMEs ▪ Ensuring strong links between regional universities, research institutes, and the private sector ▪ Maintaining and building upon the quality of research establishments in the region ▪ Facilitating international partnerships that enable knowledge transfer and collaboration on R&D ▪ Making full use of the research assets and global reputation of Cambridge to achieve benefits for the region 	<ul style="list-style-type: none"> ▪ Improving prospects for better quality employment <p>(see also Quality of Life)</p>	<p>Goal seven: A leading information society</p> <ul style="list-style-type: none"> • Promoting the use of network based technologies among businesses, organisations and individuals • Ensuring that the capacity and coverage of our data communications infrastructure keeps pace with the needs of a knowledge economy • Improving the skills and ability of people to make effective use of ICT • Supporting growth in the supply of network based technologies and the development of digital content 	<p>Goal five: Social exclusion and broad participation in the regional economy</p> <ul style="list-style-type: none"> ▪ Providing improved access to essential services ▪ Tackling discrimination experienced by communities or individuals <p>(see also education and skills)</p> <p>Goal eight: An exemplar for the efficient use of resources</p> <ul style="list-style-type: none"> ▪ Promoting the adoption of resource efficiency and environmental good practice principles ▪ Capturing the advantages of the renewable energy potential of the region ▪ Progressing the development of environmental goods and services businesses <p>Establishing the region as an exemplar of environmentally sustainable development</p>		

APPENDIX 3 HARLOW REGENERATION STRATEGY - IMPLEMENTATION PLAN 2007 - 2009

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
1. ECONOMIC PROSPERITY		
1. Continue with the phased regeneration of the Town Centre	<ul style="list-style-type: none"> ▪ Appoint a developer partner to take forward implementation of the Town Centre North proposals by October 2007; followed by a signed Collaboration Agreement and ultimately the Development Agreement/planning application in 2009 ▪ Consult on an overall Town Centre strategy in line with proposals agreed at 5 Dec 2006 Environment and Community Committee 	HoR*
2. Establish the Harlow Innovation Centre by October/November 2008	<ul style="list-style-type: none"> ▪ Begin refurbishment of Great Eastern House, Edinburgh Way in Feb 2007, complete October 2008 ▪ Aim to achieve 78 new business start ups and create 125 new jobs over first 2 years of operation 	HoR
3. Promote the comprehensive development of the Nortel employment area	<ul style="list-style-type: none"> ▪ Liaise with Harlow Renaissance and EEDA to produce a framework Master Plan for the area by end 2007; and a strategy to encourage early development as a key employment opportunity site – see next action 	HoR
4. Develop a Cluster strategy for the town, working with EEDA and Harlow Renaissance	<ul style="list-style-type: none"> ▪ Liaise with Harlow Renaissance and EEDA to produce a sector strategy for the town and set the framework for building on Harlow's key sectoral strengths, for example in R&D. Target – end 2007 	HoRegen
5. Bring forward proposals for the regeneration of the Templefields employment area at Edinburgh Way and River Way	<ul style="list-style-type: none"> ▪ Seek involvement of EEDA and Harlow Renaissance in devising an employment and pump-priming strategy for the area 	HoRegen/HoR

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
	<ul style="list-style-type: none"> ▪ Agree a programme of master planning documents and development briefs and/or seek appropriate funding for pilot projects through, for example, the GAF III – target, prepare outline funding proposals by end 2007 	
<p>6. Initiate a review of Business support needs and activities in the town</p>	<ul style="list-style-type: none"> ▪ Liaise with the relevant agencies to agree the scope of the review and to ensure all available avenues to support the SME sector in Harlow are being followed – target end 2007. ▪ Explore with EEDA and through the Harlow 2020 Economic Prosperity Group other ways of encouraging the expansion of the SME sector in Harlow and devise appropriate performance targets (such as an increase in the number of VAT registrations of Harlow based businesses per 1,000 economically active people) 	HoRegen
<p>7. Development of an Employment Creation Strategy</p>	<ul style="list-style-type: none"> ▪ Development and agreement of a Strategy with the Harlow 2020 Economic Prosperity Action Group 	HoRegen
<p>2. EDUCATION, LEARNING AND SKILLS</p>		
<p>1. Implement the Action Plan prepared by the Harlow 2020 Education, Learning and Skills Action Group ELSAG</p>	<ul style="list-style-type: none"> ▪ Implement agreed targets in the Action Plan for each of the 3 Action Plan objectives to 2009: <ul style="list-style-type: none"> - To raise aspirations and achieve recognition of measureable progress across all phases of learning - To secure the best possible education staff, facilities and resources for the Harlow Community - To develop an inclusive strategy for lifelong learning <p>Targets assessed annually.</p>	HoCS

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
2. Contribute to proposed Learning Blueprint and Skills for Life strategies being produced by ELSAG	<ul style="list-style-type: none"> ▪ Consultation drafts of the Learning Blueprint and Skills for Life strategies due to be produced by ELSAG by 2007. 	HoCS
3. Develop a more detailed Sectoral Skills Strategy	<ul style="list-style-type: none"> ▪ Work with ELSAG & EEDA to produce more specific sector skills strategies geared to employer needs & growth opportunities – produce draft by end 2008. 	HoRegen
4. Establish a branch of Anglia Ruskin University in the Town	<ul style="list-style-type: none"> ▪ Support and promote the joint venture initiative announced by Harlow College and Anglia Ruskin University in Feb 2006 (ongoing) 	CMT
3. CREATING THE CONDITIONS FOR GROWTH AND REGENERATION		
1. Progress the implementation of the Replacement Local Plan and the Local Development Framework, including possible joint arrangements with Epping Forest and East Herts. District Councils to cover the extension of Harlow beyond its boundaries.	<ul style="list-style-type: none"> ▪ Implement in accordance with agreed Local Development Scheme 	HoR
2. Test the Masterplanning Principles document produced in 2005 to guide new development proposals.	<ul style="list-style-type: none"> ▪ Pilot the Masterplanning Principles document during 2007 and revise as necessary. ▪ Incorporate into LDF process 	HoR
3. Lobby for funding to produce an up to date Transport Strategy for the Harlow area in the light of changes to the draft East of England Plan	<ul style="list-style-type: none"> ▪ Liaise with Essex CC and Harlow Renaissance to put together an appropriate proposal. ▪ Seek funding to begin preparatory work in 2007/08. 	HoR
4. Lobby for the recognition and resourcing of Harlow's immediate transport and infrastructure needs, including the possible northern link road to the M11.	<ul style="list-style-type: none"> ▪ Advance the activities of the new Harlow Stansted Gateway Transportation Board (ongoing) 	CMT

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
3. CREATING THE CONDITIONS FOR GROWTH AND REGENERATION		
5. Develop proposals through Harlow Renaissance to improve perceptions of the Town	<ul style="list-style-type: none"> ▪ Develop initial strategy to enhance image and branding by end 2007. 	CMT
6. Work closely with EEDA, the Essex Economic Prosperity Forum and other partner organisations to ensure a joined up approach to the regeneration of Harlow	<ul style="list-style-type: none"> ▪ Ongoing through the Essex Economic Prosperity Forum and Harlow 2020. ▪ Review effectiveness on an annual basis 	CMT
7. Liaise closely with organisations such as the new West Essex PCT, Essex Council and English Partnerships with assets in Harlow to maximise the benefits of pooling assets and resources.	<ul style="list-style-type: none"> ▪ Establish an asset mapping group and produce an initial strategy by October 2007. 	HoR
8. Work with Harlow Renaissance to establish a developer contributions and land value capture strategy around regional growth proposals	<ul style="list-style-type: none"> ▪ Agree mechanism and targets for producing a strategy to secure developer contributions in preparation for possible new government guidance expected to be published during 2007. 	HoR
4. HOMES, NEIGHBOURHOODS AND QUALITY OF LIFE		
1. Complete the Gateway Scheme involving new homes and the provision of a new community leisure centre by 20010	<ul style="list-style-type: none"> ▪ Let construction contract for new leisure centre by Summer 2007; complete winter 2009; release remaining sites for housing spring 20010. 	HoCS
2. Work with Harlow Renaissance, developers and other organisations to increase the rate at which new homes are built, and to increase the provision of affordable tenures.	<ul style="list-style-type: none"> ▪ Increase average completion rate over period 2007 to 2009 to 500 dwellings per annum. Review once new Urban Capacity study published and East of England Plan proposals confirmed (spring 2007) ▪ Increase provision of affordable homes on sites of 15 or more dwellings (or 0.5 hectares) from 30% to an average of 33% 	HoR

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
3. Promote principles of sustainability and high quality urban design which is sympathetic to the original new town design concept in any new development	<ul style="list-style-type: none"> ▪ Local Development Framework will incorporate policies aimed at securing high quality architecture and urban design (2007 and ongoing) 	HoR
4. Ensure all homes achieve the Decent Homes Standard by 2010	<ul style="list-style-type: none"> ▪ Council stock in accordance with agreed programme; review private sector stock targets once new condition survey results are available 	HoH/HOR
5. Progress the development and implementation of the Area and Investment and Renewal framework, social regeneration initiatives are integral.	<ul style="list-style-type: none"> ▪ Adoption of the AIRF by late 2007 followed by implementation of targeted projects detailed in the Framework 	HoRegen/HoH
6. Implement the approved GAF II Neighbourhood Renewal Projects at Clifton Hatch, Prentice Place, Staple Tye and Old Harlow.	<ul style="list-style-type: none"> ▪ Clifton Hatch (new homes, retail units and community building) – complete enabling works by end March 2008 ▪ Prentice Place (new homes and retail units) – agree revised plans and complete preparatory work by end March 2008 ▪ Staple Tye (agree plans for relocating health centre and implement first stage moves by March 2008. (*NB the complexity of the land and estate holdings and the transactions required to secure completion of the project may entail some slippage beyond May 2008) ▪ Old Harlow (agree first phase land assembly and new access arrangements, and implement by March 2008) 	HoRegen
7. Ensure the Town's key health and community facilities are upgraded and improved where appropriate (eg the Princess Alexandra Hospital; new facilities at Staple Tye and Old Harlow)	<ul style="list-style-type: none"> ▪ Ongoing liaison with the Princess Alexandra Hospital Trust ▪ Ensure early agreement with new West Essex PCT on the strategy for upgrading provision in Harlow 	HoRegen

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
8. Implement the Masterplan for the Town Park agreed at 31 Oct 2006 Environment and Community Committee).	<ul style="list-style-type: none"> ▪ Implement in accordance with agreed Action Plan (Nov 2006); first funding bid to be made (to Heritage Lottery Fund) in September 2007 	HoRegen
9. Continue to promote the development and implementation of projects identified in the Green Infrastructure Plan for the Harlow Area published in November 2005 (eg the Stort Riverpark proposals)	<ul style="list-style-type: none"> ▪ Separate programme of Town Park improvements underway (see previous action) ▪ Develop proposals for the Stort Riverpark project and identify suitable funding sources (by autumn 2007) ▪ Incorporate findings into Local Development Documents 	HoRegen
5. DELIVERY MECHANISMS		
1. Maximise the use of available delivery mechanisms and resources in line with the strategy	<ul style="list-style-type: none"> ▪ Contribute proactively to key co-ordinating and delivery bodies such as Harlow Renaissance, Essex Economic Prosperity Forum, Harlow 2020 	CMT
2. Undertake a review of funding sources and opportunities and prepare an up to date funding strategy to ensure new bids are aligned with key priorities, and that the Council is able to tap readily into new funding sources and opportunities	<ul style="list-style-type: none"> ▪ Carry out review by July 2007 ▪ Agree new Funding Strategy by October 2007 ▪ Review annually 	HoRegen
3. Develop a shortlist of projects suitable for GAF III funding, once the criteria are published.	<ul style="list-style-type: none"> ▪ Develop initial shortlist for discussion.(NB may include roll-over of Staple Tye GAFII project (see 6 above) 	HoRegen
6. STAKEHOLDER AND COMMUNITY ENGAGEMENT		
1. Review progress under the Community Engagement Strategy; and develop a specific strategy around regeneration activities drawing on the experience with	<ul style="list-style-type: none"> ▪ Prepare strategy by October 2007 	HoCS

STRATEGY THEMES AND PRIORITY ACTIONS	TIMESCALES/PERFORMANCE MEASURE	LEAD*
recent regeneration projects, and taking account of the developing role of Harlow Renaissance.		
2. Development of a strategy in partnership with the voluntary sector forum to enable the participation of the voluntary and community sector in Harlow's regeneration	<ul style="list-style-type: none"> ▪ Prepare strategy by October 2007 	HoCS

*** Abbreviations:-**

CMT Corporate Management Team, Harlow Council
 HOR Head of Regulation
 HoC Head of Community Services
 HoRegen Head of Regeneration & Growth
 HoH Head of Housing

Appendix 4 Key Indicators

Indicator	Harlow Baseline ¹ 2004/05	Target ¹	Comment
Job Creation Rate pa	200	350 (short term)	Accelerating rate of job provision needed to meet DEEP targets
SME share of total Harlow employment	53%	62%	National Average
VAT businesses per 1,000 economically active population	38.4	65.3	Regional average
Business birth rate per 1,000 economically active population	4.9	6.4	Regional average
Self employed as % of total employment	9%	13.4%	Regional average
% residents with no qualifications	32%	26%	Sub region
% residents with level 4/5 qualifications	12%	18%	Region
% residents attaining 5+ A*-C GCSEs	43%	56%	LSC Area
% SOAs in region's 10% most deprived ² :-			
• education	24%	<10%	8 less deprived SOAs
• crime	18%	<10%	4 less deprived SOAs
• housing	18%	<10%	4 less deprived SOAs
• health	17%	<7%	2 less deprived SOAs
Gross weekly wage (residents)	£372	£416	Region
Dwellings below decent homes standard	1300	Zero by 2010	National target

¹ **Source:-** PACEC Harlow Regeneration Strategy, July 2005

² SOAs are Super Output Areas; analysis is of Index of Multiple Deprivation 2004 data; Harlow has 54 SOAs.