

# HARLOW AREA INVESTMENT AND RENEWAL FRAMEWORK

## HARLOW DISTRICT COUNCIL

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Prepared for Harlow Council by GVA Grimley LLP





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## EXECUTIVE SUMMARY

### PURPOSE OF THE AREA INVESTMENT AND RENEWAL FRAMEWORK

Harlow's origins lie in the best aspirations and fundamental planning principles of its time. Harlow still has much to offer. However, it is not perceived to be a first choice location for business, jobs and housing investment. The town faces a series of current issues that need to be addressed. It is also confronted by a changing context that will bring new challenges in the future. These must also be addressed to ensure Harlow successfully competes for investment in a growing East of England Region.

In 2005 Harlow undertook the following Four Studies:

- A Regeneration Strategy
- Master Planning Guidelines and Sustainability Principles
- Transportation Study of Major Investment Schemes
- Landscape and environmental assessments.

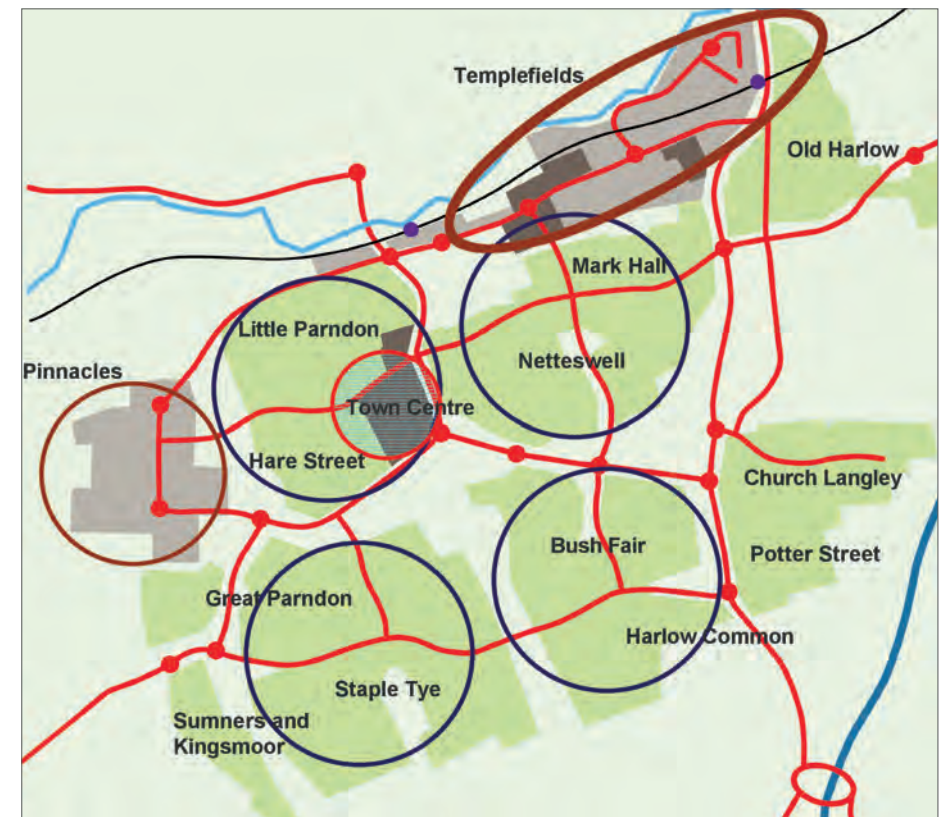
The emphasis of these studies was on the broader growth agenda and the strategic case for the regeneration of Harlow in the context of the Draft East of England Regional Plan. This regional plan recommends significant growth at the immediate east and north of Harlow and additional growth within the town itself.

The purpose of the Area Investment and Renewal Framework (AIRF) is to address an immediate need to focus on the more detailed aspects of growth and regeneration, specifically opportunities that can be practically developed and pursued in the near-term - between 2006 and 2010.

The Area Investment and Renewal Framework is intended to be a targeted and action oriented guide – focusing on the delivery of specific projects that address Harlow's most pressing needs. These will address current needs and set the stage for Harlow to benefit from regional growth, whether at its immediate edges or in the wider London-Stansted-Cambridge Peterborough Corridor.

The Area Investment and Renewal Framework considers issues facing the town today and the longer-term strategic context within which change will occur. It identifies goals for the town as a whole. These address economic, housing, transport, open space and planning goals. A series of framework recommendations are offered for two Investment Corridors and more specific concepts for target Local Action Area Projects. A Delivery Strategy is offered, providing a headline overview of delivery considerations for Harlow District Council, and a step by step guide to near-term actions to advance projects and achieve delivery.

### HARLOW'S NEW TOWN FRAMEWORK



## ISSUES FACING HARLOW

### CURRENT ISSUES

The Local Economy: Harlow is facing a range of economic issues relating to the type and number of businesses that operate within the town, the level of local employment by Harlow's businesses, the physical quality of the business environment and competition from other business locations now confront Harlow.

Housing: The overall condition of housing is good compared to national averages. However, a number of later phases, incorporating cheaper and, at the time, innovative design and construction approaches, have not performed as well. This housing tends also to overlay with concentrations of social deprivation and take up a disproportionate amount of the Council's housing maintenance resources.

Housing Growth: Harlow is expected to provide a significant number of the region's new homes once East of England Plan targets are resolved.

Transport: Harlow is not currently well connected at the regional level. The M11 runs to the east of the town while industrial districts and the town centre are to the north and west. Movement is concentrated on a small number of arterial roads such as Edinburgh Way to the north and Southern Way. Rail stations are located on the northern edge of the town, beyond walking distance of most of the Harlow's population.

Planning Framework: The New town concept can be simplified as a series of four self-contained residential districts, with major employment districts at the north and west. The concept of self contained neighbourhoods where most daily needs could be met, with connections to two major employment centres and a town centre has served many residents well. However, Harlow is separated from other communities, there is a weak sense of arrival at gateways, and way finding can be difficult. Much of the activity of Harlow Town turns away from the main arterial roads. Harlow looks inward at the town wide and neighbourhood scale.

### FUTURE ISSUES

Harlow has invested in a considerable assessment of its own position through recent studies. This research highlighted a series of key challenges.

- Continued loss of employers in the manufacturing, transportation and telecoms sectors

- The economy of Harlow is not keeping pace with regional growth
- A number of estates face continued decline
- Harlow is one of the 10% most deprived Local Authorities in the East of England
- Other locations throughout the East of England, on the M11 corridor between London, Stansted and Cambridge and around the M25 beltway are out-competing Harlow in terms of attracting and securing inward investment and residents
- The 2005 Harlow Regeneration Strategy identified an estimate of up to 20,000 jobs needed in the Harlow area if the Town is to attain the critical mass of population and employment to transform itself into a successful and sustainable regional centre
- The Draft revision to the East of England Plan and the Examination in Public Report include ambitious regional growth agendas that highlight expectations for housing growth in the Harlow area. However, differences remain as to the final scale and location of this growth.

Harlow will continue to be faced with a more competitive regional environment in which employers and residents have many more choices about where they invest and where they live. New approaches to the development of Harlow are therefore needed. Without them, there is a threat that Harlow will be left behind.

## A CHANGING STRATEGIC CONTEXT

A series of major developments around and within Harlow could have a significant impact on the future of the town. These include:

### Near-Term Developments: 2006 - 2010

- The Harlow Gateway: a leisure, retail, commercial and residential scheme north of the town centre
- Ongoing town centre development: a broad approach to the renewal of the Town Centre as a retail and mixed use focus for Harlow
- New Hall Farm: with more than 2,000 units on the east edge of Harlow

#### Medium and Long Term Developments 2011-2021

- Gilden Way: a residential allocation that will add a significant number of new homes again on the eastern edge of Harlow
- Central Transport Corridor: a proposed new high quality local public transport link
- North East Connection to the M11: a proposed connection between the A414 north of Harlow, and the M11 to the north east.

#### Opportunities

Harlow will potentially experience a significant expansion along its eastern edge. New residents will help support the viability of Harlow as a regional centre, particularly in the range of retail, health, education and social services it can offer. As a single community, an enlarged Harlow will potentially have the economic and political capital to attract new investment, employers, jobs and residents.

#### Threats

These projects will not all be delivered in the near or medium term. The anticipated opportunities and benefits from regional growth may not come to Harlow for a number of years. As these developments do move forward new investment will by-pass Harlow itself.

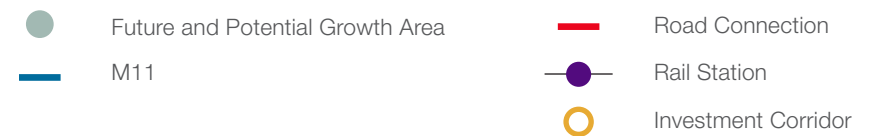
#### Responding to the Changing Context

The Area Investment and Renewal Framework offers an approach to stabilising and strengthening Harlow in the near-term and preparing it to attract more investment in the medium and long term. Harlow will be able to address immediate problems, build from today's position and be in a stronger position to integrate with and benefit from the long-term evolution of the town and the region.

However, the Framework will not deliver itself. The public sector will play a key role in the short and medium term to help facilitate and enable renewal in Harlow. The engagement of the public sector will be critical in the near and medium term to determining the future of Harlow. It is strongly recommended that Harlow District Council prepare to play this role.

While the public sector role may diminish over the long term as strategic regional and local changes take effect, it must act now to address immediate needs and prepare Harlow to take advantage of the coming opportunities.

#### A CHANGING STRATEGIC CONTEXT



## THE AREA INVESTMENT AND RENEWAL FRAMEWORK

Goals for Harlow as a whole have been developed. These provide a basis for direct recommendations at the district and local level. Goals include:

- Address current needs
- Prepare Harlow to compete for and benefit from growth in the region and at its east edge
- Sustain and build the current business and employment base
- Address needs of the most challenged housing estates and diversifying the type of housing offered in Harlow
- Strengthen and activate the open space framework
- Encourage more mixed-use environments
- Change perceptions of Harlow
- Anticipate the impact of the regional growth agenda
- Ensure that Harlow continues to develop while new communities emerge around it.

The Investment and Renewal Framework has selected two Investment Districts as priority corridors where these goals can be achieved.

- **A Northern Corridor** incorporating Templefields, Edinburgh Way and the Station District
- **A Southern Corridor** incorporating a series of neighbourhoods along Southern Way.

District scale recommendations are required where a strong, co-ordinated set of initiatives is needed to address larger physical framework or sub-market conditions. This scale also provides the opportunity to make the most substantial changes to perceptions about, and the actual experience, of Harlow.

The successful repositioning of these corridors is critical to the future of Harlow as a whole. They are under threat of continued decline. They are also each highly visible, and define

Harlow in the minds of people who come to do business, work, shop and play in the town. They also connect with what may become an important central linkage through Harlow in the future. In each case, this corridor approach offers the opportunity to link and achieve change that is more than the sum of its parts.

At the same time it is critical that the Southern Corridor is strengthened. It has the greatest collection of challenged neighbourhoods today.

## THE NORTHERN CORRIDOR

### KEY FRAMEWORK OBJECTIVES FOR THE CORRIDOR

The AIRF recommends a series of actions across the Northern Corridor that will:

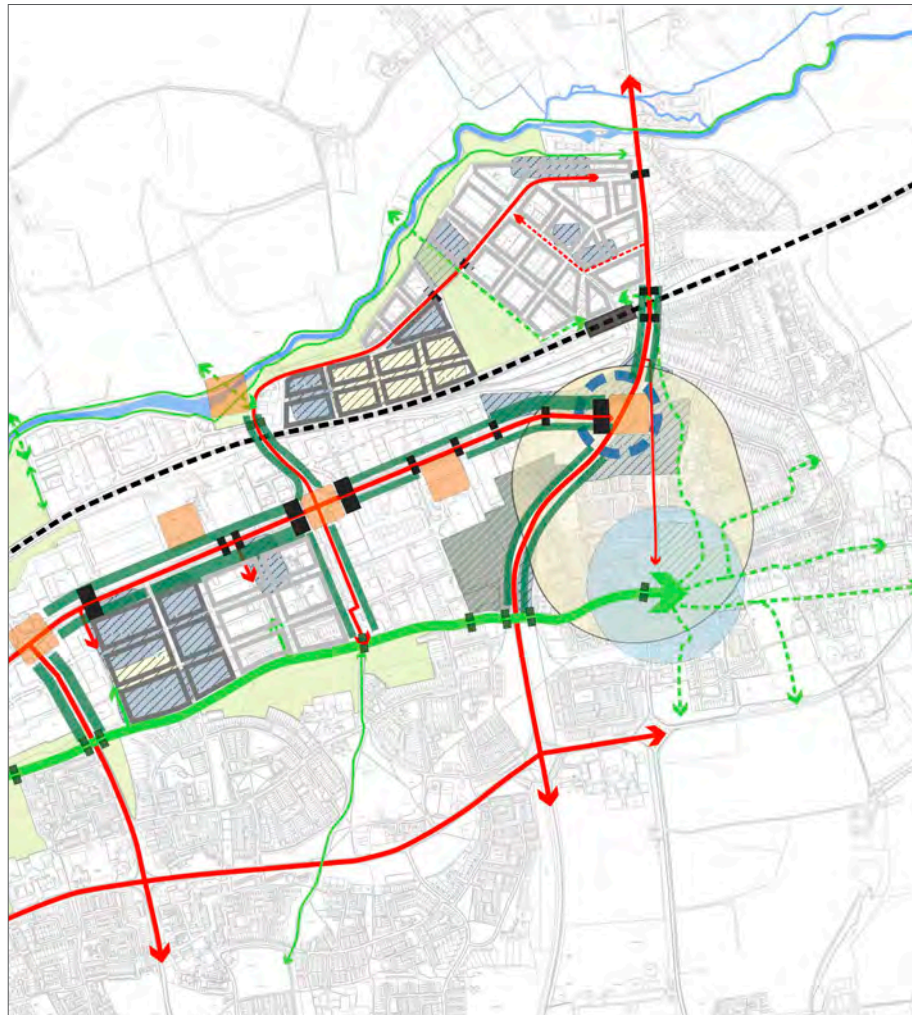
- Change the image of the Northern Corridor
- Establish gateways at key locations and set the scene
- Establish new links to better connect the Northern Corridor with its hinterland – neighbourhoods, riverside and parkland
- Strengthen pedestrian and public transport connections
- Create a destination by enhancing the environment and public realm throughout
- Create a sense of place and suitable address for employment
- Bring vacant or under-used properties back to full economic use
- Establish new local employment synergies and clusters
- Create additional housing.

### LOCAL ACTION AREA PROJECTS

In addition to recommendations for the Northern Corridor as a whole, a series of Local Action Area Projects present targeted priorities for moving forward and realising the full potential of the Northern Corridor. These projects will deliver specific improvements, while also serving as an example of how similar areas may be addressed across Harlow. A selection of these were submitted to the Office of the Deputy Prime Minister for Growth Area Funding (Round II) in 2006.



## THE NORTHERN CORRIDOR FRAMEWORK



Development, movement and public realm improvements in the Northern Corridor

## EDINBURGH WAY LOCAL ACTION AREA PROJECT

The Edinburgh Way Local Action Area Project will:

- Re-establish the area as a modern employment location for high value occupiers
- Prevent further loss of employment land to retail warehousing
- Re-position large vacant plots and facilitate redevelopment in a framework of smaller parcels
- Reconfigure existing access and movement patterns
- Establish character goals that creates a higher quality public and private realm
- Bring 11 hectares of land back to use in the near-term and 12 hectares back to use in the long term.

## RIVER WAY LOCAL ACTION AREA PROJECT

The River Way Local Action Area Project will:

- Assemble vacant and under-utilised property
- Re-position large vacant plots and facilitate redevelopment in a framework of smaller parcels
- Adjust and strengthen the roadway and land parcel framework to create a more attractive manufacturing, distribution and small businesses environment
- Encourage the redevelopment of the industrial estate as an Eco-Industrial Park creating a high quality business environment that reflect sustainable approaches to resource use
- Add a road connection from River Way to Cambridge Road
- Renovate Harlow Mill station and approaches
- Bring 8 hectares of land back to use in the near-term and 24 hectares back to use in the long term.

## OLD HARLOW LOCAL ACTION AREA PROJECT

The Old Harlow Local Action Area Project will:

- Provide new market, affordable, sheltered, high dependency and temporary housing
- Provide 23 new housing units, 105 flats and 45 special need units in addition to a new retail, health and community centres
- Reorganise roadways and land parcels to create a stronger framework
- Strengthen the retail offer
- Provide new high quality community and health facilities
- Create a stronger public realm on all streets and improve pedestrian safety
- Strengthen Old Harlow as a neighbourhood centre for east expansion of Harlow.
- This Local Action Area Project was submitted for ODPM GAF II Funding in 2006.

## OLD HARLOW LOCAL ACTION AREA PROJECT: ILLUSTRATIVE DESIGN



## THE SOUTHERN CORRIDOR

### KEY FRAMEWORK OBJECTIVES FOR THE CORRIDOR

The AIRF recommends a series of actions across the Southern Corridor that will:

- Create a sense of identity for this part of Harlow and distinct local identities along the route
- Change the nature of Southern Way into an avenue of activities
- Add development that faces, addresses and engages Southern Way
- Make more effective use of under utilised highway space on Southern Way for housing, retail or civic uses
- Establish gateways and associated high quality development
- Link local regeneration initiatives
- Strengthen pedestrian connections.

## LOCAL ACTION AREA PROJECTS

A series of Local Action Area Projects present targeted priorities for stabilising and strengthening the Southern Corridor. These will provide direct benefits, and serve as an example for other projects in the Corridor.

### STAPLE TYE LOCAL ACTION AREA PROJECT

The Staple Tye Local Action Area Project will:

- Provide new private market, affordable and specialist housing
- Provide up to 120 new houses, 195 new flats and 30 sheltered housing units
- Re-provide new health centre, library and leisure facilities
- Strengthen the local retail offer

- Reposition employment land to ensure activities are appropriate for a residential district
- This Local Action Area Project was submitted for ODPM GAF II Funding in 2006.

### CLIFTON HATCH LOCAL ACTION AREA PROJECT

The Clifton Hatch Local Action Area Project will:

- Re-provide and add up to 17 new private and affordable housing units
- Increasing overall housing provision in the area to provide market rate, key worker, affordable and sheltered housing
- Re-provide the community centre in new facilities
- Create a stronger public realm
- Provide an exemplar of new housing provision for other Harlow Neighbourhoods
- This Local Action Area Project was submitted for ODPM GAF II Funding in 2006.

### PRENTICE PLACE LOCAL ACTION AREA PROJECT

The Prentice Place Local Action Area Project will:

- Provide new market and affordable housing for existing and future residents
- Generate 31 housing units and 70 flats
- Provide a new community centre in a purpose built modern facility
- Provide a health centre in a new state-of-the-art facility
- Create a stronger public realm and safer pedestrian routes
- This Local Action Area Project was submitted for ODPM GAF II Funding in 2006.

## REGENERATION PRIORITIES FOR HOUSING AND LOCAL CENTRES

### NEAR-TERM HOUSING PRIORITIES

While the Area Investment and Renewal Framework has focused on two Investment Corridors and Local Action Area Projects within them, these are not the only areas that will need investment and renewal if Harlow is to successfully compete in the future. Research conducted across Harlow identified key housing estates where physical, social and investment issues facing the New Town stock are concentrated. A number of estates face the following issues:

- Disproportionately high costs to meet decent home standards
- Non-traditional construction with difficult to maintain components
- Defective dwellings requiring future investment to remain decent
- Additional cost burdens on owner occupiers, landlords and the Council
- High proportion of properties occupied by vulnerable private sector households
- Higher levels of socio-economic deprivation compared to the rest of Harlow.

Ongoing maintenance and investment in Decent Home Standards will not address fundamental issues such as:

- Quality of built form of housing units and blocks
- Quality of public realm
- Quality of connections
- Integration with other neighbourhoods
- The cost of maintenance vs. the benefits of re-provision and redevelopment.

It is, therefore, recommended that further investigation and consultation is carried out to determine options for the potential for re-provision and redevelopment or repair of housing where necessary.

## NEIGHBOURHOOD CENTRES AND HATCHES

The neighbourhood centres and hatches were an important structural component of the New Town Plan. Neighbourhood centres and hatches have been assessed against a range of criteria that address:

- Quality of buildings
- Quality of public realm
- Connections and integration with surrounding neighbourhoods
- Retail occupancy
- Housing efficiency.

In addition to the neighbourhood centres and hatches that are being addressed as Target Local Action Area Projects, the following hatches are recommended for action in the near-term.

- Coppice Hatch
- Maunds Hatch
- Hare Street Hatch
- Burgoyne Hatch
- Sumners Hatch
- Cawley Hatch
- Pollards Hatch
- Elm Hatch.

## THE INVESTMENT AND RENEWAL FRAMEWORK AND STRATEGIC CHANGE

The Area Investment and Renewal Framework is intended to identify and address immediate needs and prepare the way for Harlow to gain its full share of regional growth. The AIRF has identified two Investment Corridors where a set of framework initiatives, and specific Local Action Area Projects, will achieve real change and can be pursued in the near-term.

The actions identified by the Area Investment and Renewal Framework will serve to increase the value of the Northern and Southern Corridor. The town wide assessment of housing estates and neighbourhood centres and hatches has also identified near and medium term priorities that will also raise the value of their neighbourhoods.

The recommendations of the AIRF focus on the near-term, the 2006-2010 period. The AIRF will serve to better position Harlow to gain economic and housing investment over time by addressing specific economic development, housing and public realm needs. It will raise local performance, improve the image of Harlow and help change perceptions of the town in the regional market place.

As a result Harlow will be in a stronger position to address the wider changes that will happen at the edges of Harlow in the medium-term (2011-2015) and long-term (2016-2021) periods.

It is likely that over the remaining fifteen years of the East of England plan period, Harlow will gain a progressively greater share of regional market investment than it does today as a result of delivery of the Area Investment and Renewal Framework.

The projects identified by the AIRF will prime the pump for increased private investment, which, together with wider strategic changes around Harlow will create the conditions for sustained growth.

## DELIVERY STRATEGY

The AIRF has identified a number of different interventions or projects to help achieve the regeneration of key parts of Harlow and strengthen the town as a whole, including.

- Employment Regeneration
- Neighbourhood Centre and Hatch Regeneration
- Residential Regeneration
- Public Realm Regeneration
- Changing Perceptions of Harlow.

The Area Investment and Renewal Framework will not deliver itself. Harlow District Council and other public sector partners will need to play a leading role in initiating renewal in the near-term (2006-2010). While the public sector role may change over the medium and long term as regional scale development and infrastructure fall into place and the market responds, the public sector must take the lead at this stage to address current needs and, critically, to prepare the way for future investment. Without current action, Harlow may miss out on these potential gains.

It is recommended that Harlow District Council take the lead in delivering the Framework initiatives and specific projects identified by the Area Investment and Renewal Framework. The following steps are identified as a delivery programme of activities for 2006 and 2007.

### 1. Build Agreement with the Area Investment and Renewal Framework

- Provide local stakeholder briefings
- Seek acceptance of the overall approach of the Area Investment and Renewal Framework
- Provide regional stakeholder briefings on the Area Investment and Renewal Framework.

### 2. Establish a Clear, Effective Leadership Structure

- Identify a figurehead or project champion for the AIRF
- Establish department head level AIRF co-ordinating committee
- Appoint project managers to lead and implement key requirements of the AIRF
- Initiate Local Delivery Vehicle operations and 2006 –2007 work programme.

### 3. Build Sound External Partnerships

- Establish partnership arrangements with other stakeholders through the Local Delivery Vehicle: Local Strategic Partnership, Harlow District Council, Essex County Council, the East of England Development Agency and English Partnerships.

### 4. Promote Harlow

- Establish marketing and public relations programme to promote the Area Investment and Renewal Framework and the investment opportunities presented by Harlow.

### 5. Determine the Extent of Council Participation in Development

- The following are potential roles the Council could play:
- Local strategy confirmation – LSP and the LDF
- Public sector resource and funding development
- Site marketing and promotion

- Voluntary land assembly
- Compulsory land assembly
- Site Clearance
- Remediation
- Provision of Site Services and Infrastructure.

#### 6. Establish Efficient Procurement Procedures for Technical Services

- It is recommended that Harlow District Council employ existing procurement structures, such as OJEU and OGC to procure technical services, and establish a panel of technical service providers.

#### 7. Interim Policy Alignment

- Ensure interim policy alignment across Council departments in support of the AIRF as a precursor to the Local Development Framework Core Strategy
- Align mainstream public funding with Area Investment and Renewal Framework goals.

#### 8. Project Feasibility

- Initiate detailed feasibility studies for ODPM GAF funded projects
- Establish external partner funding commitments
- Set public sector funding targets
- Set private finance targets
- Prepare detailed feasibility studies.

#### 9. Long Term Policy Alignment

- Link to the Local Development Framework
- Set Strategic Planning Guidance where necessary.

#### 10. Establish Competitive Procurement Procedures for Implementation

- Four principal structures are identified.
- Contract with a master developer
- Landowner as investor
- Joint venture contract – unlimited partnership
- Joint venture contract – limited partnership.

11. Carry out enabling works, including, legal, financial, land acquisition, site preparation and utility and infrastructure activities where required.

12. Procure developer or construction firm to provide project.

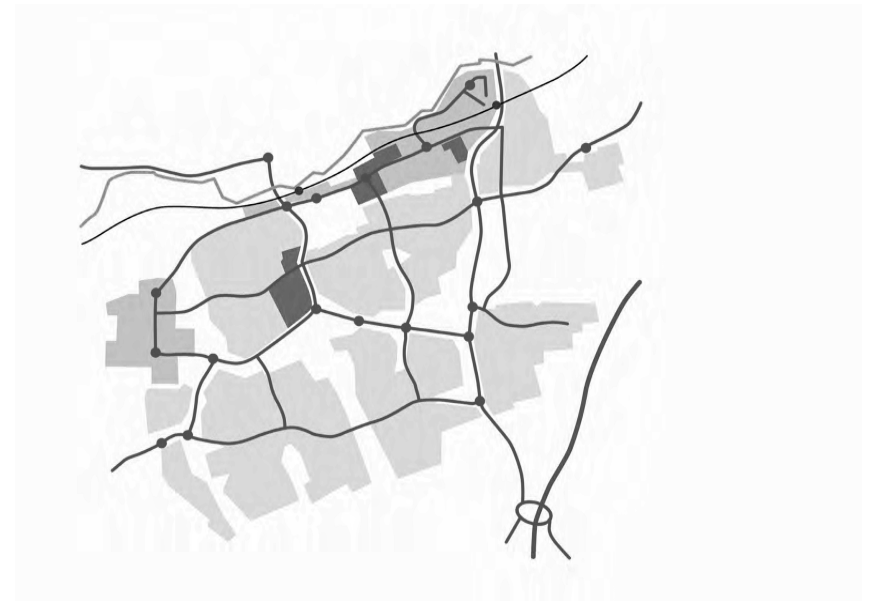
This Delivery Strategy is considered to be critical to the implementation of the Area Investment and Renewal Framework, and in providing Harlow District Council with the tools to strengthen Harlow into the future.

# CHAPTER 1:

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## INTRODUCTION: PURPOSE AND APPROACH







## 1. INTRODUCTION: PURPOSE AND APPROACH

GVA Grimley and Jon Rowland Urban Design were commissioned in September 2005 to develop an Area Investment and Renewal Framework for Harlow. The work was commissioned by Harlow District Council and the Government Office for the East of England. The Steering Group for the commission was made up of representatives from the Regeneration, Growth Area, Planning Policy, Asset Management and Housing teams at the District Council and a member of the GO-East Regional Planning and Growth Areas Team.

The Area Investment and Renewal Framework is intended to be targeted and action oriented – focusing on the delivery of specific projects that address Harlow's most pressing needs.

### PURPOSE OF THE AREA INVESTMENT AND RENEWAL FRAMEWORK

In 2005 Harlow undertook the following four studies:

- A Regeneration Strategy
- Master Planning Guidelines and Sustainability Principles
- Transportation Study of Major Investment Schemes
- Landscape and environmental assessments.

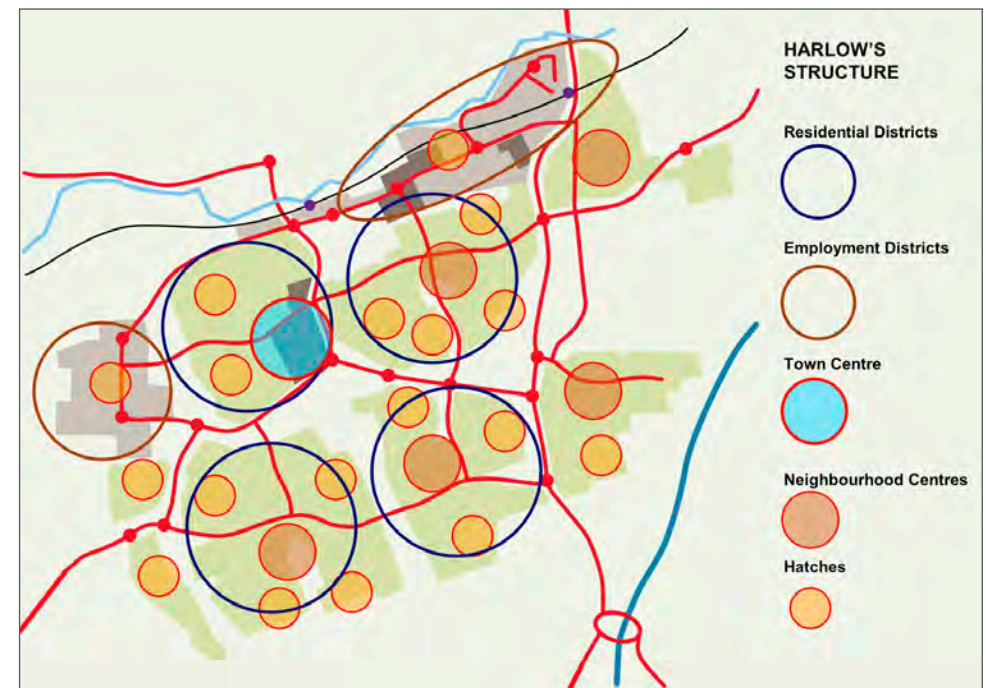
The emphasis of these studies was on the broader growth agenda and the strategic case for the regeneration of Harlow in the context of the Draft East of England Regional Plan.

The purpose of the Area Investment and Renewal Framework (AIRF) is to address a more immediate need to focus on the more detailed aspects of growth and regeneration, specifically opportunities that can be practically developed and pursued in the near-term - between 2006 and 2010. The framework is intended to integrate the “top” down approach of the Regeneration Strategy and other studies and “bottom up” locally generated initiatives to identify opportunities for change. Some projects will be pursued in the very near-term, specifically those that can be initiated using ODPM Growth Area Fund Round II resources.

The Area Investment and Renewal Framework is also intended to provide a longer-term context for these projects. This means anticipating the longer-term context for growth and placing individual projects in a wider investment framework. near-term projects will also provide exemplars for other projects that will be pursued over time.

The Area Investment and Renewal Framework, therefore provides specific near-term project recommendations in some cases, and a wider and more general, long-term framework within which they will occur.

### HARLOW'S STRUCTURE





Early on, the AIRF investigation process identified a series of Local Action Area projects within Harlow. A number of these were brought together and considered within two Investment Corridors that provided a wider framework for action. This created the opportunity to identify linking public realm projects and also create a cumulative impact across the Investment Corridors that is greater than the sum of the individual projects.

These Investment Corridors play a strong role in organising the Investment and Renewal Framework. However, these are not the only areas that require attention. The AIRF also takes a wider view and identifies priorities for the regeneration of housing estates and local centres across the town that will require additional investigation.

## APPROACH TO THE AREA INVESTMENT AND RENEWAL FRAMEWORK

The approach to the Area investment and Renewal Framework sought to maximise the value of existing local knowledge, build on the four major studies carried out in 2005 and integrate significant new data. The project was characterised by extensive tours and surveys of Harlow and working sessions with key stakeholders within Harlow District Council staff. An Urban Capacity Study (UCS) was also carried out as a parallel project. This detailed investigation of potential development sites within Harlow informed the AIRF process, while emerging AIRF priorities informed the housing development potential established by the UCS.

The following major steps were completed to produce the Area Investment and Renewal Framework.

### 1. Identified Base Line Information

- Business context
- Socio-economic context
- Physical structure of Harlow New Town
- Regional and local policy context.

### 2. Toured Harlow District

- Guided tours with Harlow's Regeneration, Asset Management, Planning Policy and Housing staff and Government Office for the East of England Staff
- Consultant team tours
- Urban Capacity Study initial district survey.



3. Created a Summary of Needs and Goals for Harlow addressing

- Economy
- Housing
- Transportation
- Planning Framework
- Perceptions

4. Outlined Local Action Plan Areas and Investment Districts

- Identified existing Council priorities
- Identified additional priority action areas
- Identified candidate investment corridor

5. Held Workshop Sessions with Council Staff

- Working sessions with Harlow's Regeneration, Growth Area, Asset Management, Planning Policy and Housing staff and Government Office for the East of England Staff
- Agreed six priority action areas
- Agreed two general investment districts

6. Surveyed Investment District Areas

- Development potential
- Transport
- Public realm
- Open spaces

#### 7. Prepared a Preliminary Investment and Renewal Framework

- Created profile of Harlow
- Defined Investment Districts goals
- Developed local actions area projects
- Identified additional investigations: housing estates and Centres and Hatches.

#### 8. Held Workshop Sessions with Council Staff

- Working sessions with Harlow's Regeneration, Growth Area, Asset Management, Planning Policy and Housing staff
- Outlined approach to Housing Estates and neighbourhood centres and hatches.

#### 9. Toured and Surveyed Key Estates and Centres and Hatches

- Tours of estates, Centres and Hatches with housing staff
- Completed Urban Capacity Study District tours.

#### 10. Prepared a Draft Investment and Renewal Framework

- Created Draft Investment District Framework Plans
- Created Local Action Area Plans.

#### 11. Held Working Sessions with Council Staff

- Working sessions with Regeneration, Growth Area, Planning Policy Housing and Environmental staff
- Delivery Workshop with Regeneration and Planning Policy Council staff.

#### 12. Prepared the Final Area Investment and Renewal Framework

The Harlow Investment and Renewal Framework identifies a series of short and medium-term investment and renewal priorities that will address the following areas:

- The delivery of existing regeneration priorities
- Economic development
- Housing improvement and renewal
- Improved quality and use of public realm
- Strengthening key linkages and connections.

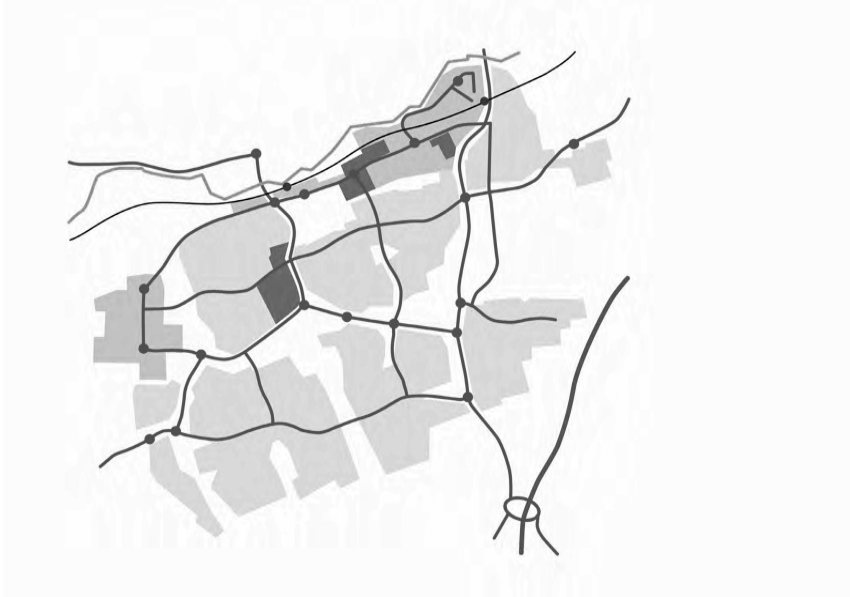
This report is set out under the following headings as follows:

- Why Harlow needs an Investment and Renewal Framework
- A socio-economic profile
- A profile of Harlow's districts
- Context and goals for the Investment and Renewal Framework
- Investment and Renewal Districts
- Regeneration priorities for housing and neighbourhood centres
- A delivery toolkit.

CHAPTER 2:

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WHY HARLOW NEEDS AN INVESTMENT AND RENEWAL  
FRAMEWORK





## 2. WHY HARLOW NEEDS AN INVESTMENT AND RENEWAL FRAMEWORK

Harlow's origins lie in the best aspirations and fundamental planning principles of its time. From pure aspirations, the building of Harlow had to respond to the pragmatic requirements of implementation. The way the economy operates and people lead their lives and spend their time has also changed since the 1950s.

Harlow has much to offer. However, Harlow is not, at present, perceived to be a first choice location for business, jobs and housing investment. The town is confronted by a series of current issues that need to be addressed.

It is also confronted by a changing context that will bring new challenges in the future. These must also be addressed to ensure Harlow successfully competes for investment in a growing East of England Region and offers viable neighbourhoods that offer a high quality of place and high quality of life.

### CURRENT ISSUES

#### ECONOMIC ISSUES

A range of economic issues relating to the base of businesses that operate within the town, the level of local employment by Harlow's businesses, the quality of the business environment and competition from other business locations now confront Harlow.

- Threats to the current business base
- Manufacturing and distribution is shrinking
- Largest employers draw labour from outside Harlow
- Obsolescence in framework of access, land and buildings
- Empty and under-utilised sites in employment districts
- Competition from other communities in the Essex, Hertfordshire, Cambridgeshire region
- Harlow is not perceived to be a high quality business location.

#### HOUSING ISSUES

Harlow's New Town housing stock was largely built between the 1950s and the early 1970s.

On the whole, the New Town housing stock has performed well. However, a number of later phases, incorporating cheaper and, at the time, innovative design and construction approaches, have not performed as well. This housing tends also to overlay with concentrations of social deprivation. These estates take up a disproportionate amount of the Council's housing maintenance resources.

Harlow is also marked by the limited investment in its New Town Neighbourhoods. This is a product of the rigidities of the New Town plan and the nature of the housing stock expressed within it. There is little opportunity for windfall sites to come forward, the redevelopment of individual sites or the re-use and conversion of individual buildings. As a result, parts of the New Town are showing signs of wear and tear and may be reaching the end of their lifecycle. There is not a clear local authority mechanism for replacing these units, whether for social or market stock.

There are a limited number of new housing units that have been incorporated into the New Town fabric in recent decades. The most significant addition to Harlow since the 1970s has been the development of Church Langley. However, this is on the eastern edge of Harlow on a previously green field site and is somewhat isolated from the rest of the New Town. Similarly, the current development of Newhall Farm is on the eastern edge of the town rather than integrated within it.

At the same time Harlow may be expected to provide a significant number of the region's new homes. The final number and distribution of homes to Harlow District and adjacent areas is still to be resolved. However, the likely scale will require the full use of available and developable land. It will also require a concerted effort to intensify housing areas where this is appropriate – where there is access, public transport and local services. This is also an opportunity to create a new future for some of the most deteriorated housing areas in Harlow.

## TRANSPORT ISSUES

Strategic transport issues include the relationship of Harlow to regional transport infrastructure. Harlow is not currently well connected at the regional level. The M11 runs to the east of the town with the primary access to the south-east, while industrial districts and the town centre are to the north and west. The orientation of these industrial districts was set at a time when it was anticipated that the motorway corridor would in fact run to the west and north of the town. This did not turn out to be the case. Road connections to the north-east, and to the M11 corridor and Stansted in that direction are weak.

Rail stations are located on the northern edge of the town, beyond walking distance of most of the Harlow's population. It is a twenty-minute walk from Harlow Town Station to the town centre. A secondary station, Harlow Mill, is small, isolated, infrequently served and ill-maintained despite its proximity to Templefields industrial area and Old Harlow.

Access to the town and movement around it is concentrated on a small number of arterial roads such as Edinburgh Way to the north and Southern Way to the south that serve as the connections between Harlow's Neighbourhoods. These are heavily trafficked streets, reflecting the car orientation and limited number of connections between neighbourhoods in the New Town Plan. Peak period congestion on approaches to employment centres is common.

Despite being well landscaped these arterial streets are avoided by pedestrians and cyclists because of the volume of passenger and commercial traffic using them. They are also not easy to navigate for the visitor because of the similarity of design approach. Many arterial streets lack obvious landmarks and neighbourhoods tend to turn away from them.

## OPEN SPACE ISSUES

One of the defining elements of the New Town Plan for Harlow was the open space framework. This is represented at the macro level by "Green Wedges". This is a linked system of school playing fields, parks, informal open spaces and drainage areas. These wedges lie between the town's neighbourhoods. While many of these spaces are actively used and valued by residents they have served to separate rather than connect neighbourhoods. There are also examples where these spaces are not actively used or valued by residents.

In addition to these larger spaces, many neighbourhoods are buffered from arterial streets by open space setbacks. Many are attractive and engaging. However, housing often faces

away from these buffers, which are then defined by rear fences and walls on one side and a heavily trafficked road way on the other. While offering a pleasing landscape to the passing motorist, the smaller open spaces add little to the quality of life or quality of place of the neighbourhoods they ring.

## PLANNING FRAMEWORK ISSUES

Harlow New Town has now provided a viable place for three generations of residents to live, learn, work and build families. As an alternative to the small, ageing, poorly serviced housing that many left behind to migrate to Harlow, the New Town has performed well.

The overall planning framework is conceptually robust and has stood the test of time. The concept of self contained neighbourhoods where most daily needs for schooling, shopping, health and community services could be met at local "hatches" or more substantial neighbourhood centres, with connections to two major employment centres and a town centre has served many residents well. However a set of key issues at the strategic and the detailed level have challenged the concept in implementation.

Harlow is now separated from other communities. Green belt and agricultural land surround Harlow. The self-containment and self sufficiency of the 1950s has left Harlow isolated in the more connected and inter-dependent regional economic environment of the early 21st Century.

There is a weak sense of arrival at gateways, whether from the M11 and other regional roads or Harlow Town railway station. Way finding can be difficult for the uninitiated. Much of the activity of Harlow Town turns away from the main arterial roads that run through it. The neighbourhood centres and "Hatches" that act as service centres for neighbourhoods tend to be literally enclosed at the centre of their respective neighbourhoods.

The neighbourhoods themselves also tend to face away from the connecting aerial roads and the green wedges that run between them. A common view from these elements of the public realm is of a rear fence or wall.

More recent housing developments at Church Langley and Newhall Farm to the east of the A414 have not created strong connections into Harlow's older neighbourhoods and do not have strong connecting roads or green spaces between each other. The overall effect is that Harlow looks inward at the town wide scale and the neighbourhood scale.



The New Town Fabric has also constrained Harlow's ability to grow. There are few examples of new housing development within the town in recent decades. Where new development has occurred, it has tended to be at the edge of the town on previously undeveloped sites.

## FUTURE CHALLENGES FACING HARLOW

Harlow has invested in a considerable assessment of its own position through a series of Office of the Deputy Prime Minister (ODPM) funded studies. These have included the Harlow Regeneration Strategy (2005) and the Harlow Master Planning Principles and Sustainability Criteria (2005). This research highlighted a series of key challenges.

- Continued economic restructuring has resulted in the loss of a number of key historic employers in the manufacturing, transportation and telecoms sectors. In many instances, losses have not been replaced and have left a legacy of obsolete and under used land and property that is uneconomic to redevelop.
- Whilst the regional economy remains strong and continues to exhibit significant growth, the economy of Harlow is not keeping pace. Employment growth has been significantly weaker in the town than across the region and the rate at which new employment opportunities are being created is slowing down. In recent years employment growth in Harlow was 12% compared to 22% in the sub-region
- Harlow as a whole is one of the 10% most deprived Local Authorities in the East of England. Pockets of even more acute deprivation in a number of key domains or for key indicators also exist within the town
- Other locations throughout the East of England, on the M11 corridor between London, Stansted and Cambridge and around the M25 beltway are currently out-competing Harlow in terms of attracting and securing inward investment. Harlow can not currently compete with Cambridge, Stansted or North London due to a lack of choice of sites and premises for investment, poor accessibility and congestion and poor quality built stock
- The Draft East of England Plan has identified a target of 40,000 new jobs in the Harlow-Stansted sub-region within the London- Stansted-Cambridge corridor. Harlow itself has sought to identify a specific target for job growth within the town. The 2005 Regeneration Strategy has identified an estimate of 16,000 to 20,000

jobs that would need to be provided in the Harlow area if the Town is to attain the critical mass of population and employment to transform itself into a successful and sustainable regional centre

- Other locations throughout the East of England are more successful in attracting people to live. Rural Essex and neighbouring towns such as Bishop's Stortford and Chelmsford are seen as preferable to potential residents due to the lack of choice and general poor quality of housing stock in Harlow
- The 2006 draft Urban Capacity Study has highlighted the limited potential for new residential development within Harlow's New Town Fabric, and an overall shortfall against housing targets when existing planning permissions and strategic reserve sites on the east edge of town are included
- Recent, planned and potential residential development at Church Langley, Newhall Farm and other potential developments on the eastern edge will have a significant impact on the future of the town itself.

## RATIONALE FOR THE INVESTMENT AND RENEWAL FRAMEWORK

**Harlow New Town was built as a model community.** It represented the best thinking regarding the nature of home-life, work, leisure and movement between them at that time. The plan for Harlow was forward-thinking and directly addressed how people could have their daily needs met close to home whilst providing a centre for the entire community and a focus for employment. Harlow's layout and structure anticipated and was influenced by the perceived future importance of the private car.

**Harlow's context has now changed.** How the town's residents live, work, play and move has changed since the New Town was conceived and built. The region within which Harlow operates and competes has also changed. The East of England region has been growing. Towns such as Cambridge, Chelmsford and Basildon have continued to grow and now offer competing locations for employment, shopping and living. Harlow's relative regional standing has declined.

**Harlow lies within a region that is poised for growth.** The Draft East of England Plan anticipates that the population of the region will grow substantially, with new housing and jobs in a number of locations. The London-Stansted-Cambridge Corridor has been identified as a strategic corridor that will organise and link a number of growth locations. Nearby Stansted Airport has evolved into a growth pole for the region. Harlow is expected to play a key role in the future of the region.

**Harlow will continue to be faced with a more competitive regional environment** in which employers and residents have many more choices about where they invest and where they live.

As with the UK's other New Towns, perceptions are sometimes poor. Much of Harlow was built at a single point in time during the 1950s and 1960s. It is, therefore, all ageing at the same rate. As with any generation, some parts are ageing more gracefully than others.

**There are some highly visible parts of Harlow which have not performed as well as intended.** These have contributed to generalised perceptions that have become a wider conventional wisdom that undermines local confidence. The 2005 Harlow Regeneration Strategy suggests that local image is a hindrance to business growth and to the attraction of inward investment.

**New approaches to the development of Harlow are needed.** The 2006 Urban Capacity Study has identified the potential for 1,160 homes with the New Town area a further 5,660 homes on greenfield sites. If regional growth targets are to be met, new approaches to housing in Harlow will be required, particularly options that offer more homes per hectare than have been offered by the New Town stock or recent developments. Along with more intense types of housing development will be a requirement for a mix of other uses and a strong, high quality public realm.

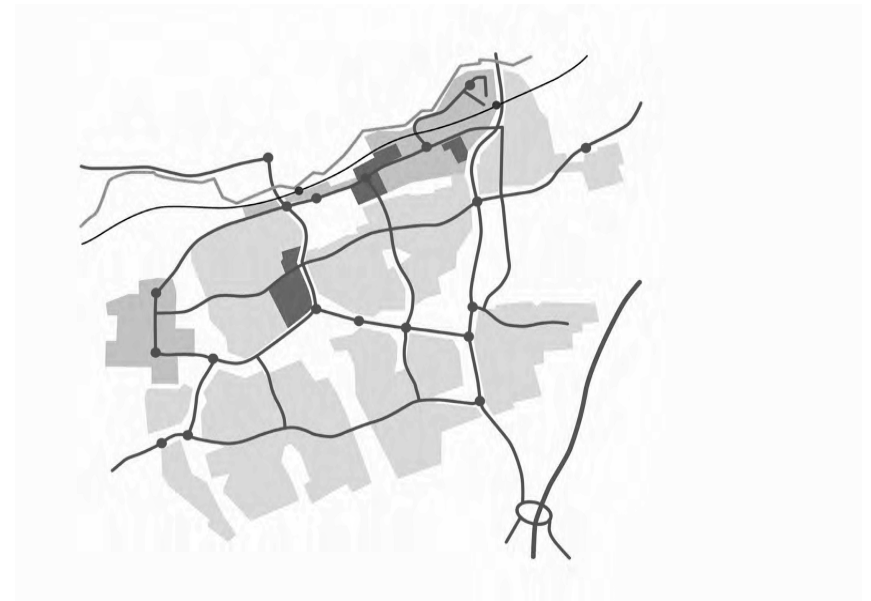
**However, it is important to point to Harlow's achievements.** Harlow has provided decent housing and a stable living environment for more than two generations of residents. It has held onto a local employment base when other communities have not. The town has a powerful local loyalty to key aspects of the New Town Framework, such as the Green Wedge open space system. There is also a strong local desire to tackle current problems and face the future head on. This changing context provides Harlow with a clear impetus to take action that will allow it to compete more successfully for investment; employment and residents than it may have done in the recent past.

**The purpose of the Harlow Area Investment and Renewal Framework is to identify specific actions that Harlow can take to secure real, visible change.** This will transform both local performance and the way Harlow is perceived, opening the door to gaining a full, balanced and sustainable share of anticipated regional growth.

## CHAPTER 3:

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### SOCIO - ECONOMIC PROFILE





## 3. SOCIO-ECONOMIC PROFILE

The following is intended to explore key issues Harlow is facing in the economic, social and physical realms. A range of data has been reviewed, tours carried out to examine physical conditions, and working sessions with Harlow District Council staff held. The following highlights the primary findings of this analysis.

### 3.1 ECONOMIC PROFILE

Harlow is located on the M11 corridor. This corridor encompasses Cambridge and Stansted Airport. Cambridge is widely acknowledged as a leading national cluster specialising in high-tech and bio-tech activities and Stansted is the newest British hub-airport. It has plans to expand. The larger concept of the London-Stansted-Cambridge-Peterborough (LSCP) Corridor was designated as one of the Government's four growth areas in the 2003 Sustainable Communities Plan and, as such it is considered to have potential for employment growth. The Government supports the growth areas through the provision of the Growth Area Fund. Harlow's strategic position on this corridor is likely to mean that it could benefit from both public and private led investment in new jobs.

#### 3.1.1 HARLOW'S BUSINESS BASE

A regional economic restructuring that has diminished the role of some key sectors has challenged Harlow's economic performance. Harlow has also seen the loss of some of the larger employers that were integral to the life of the town during the second half of the 20th Century. At the same time, local business growth has been among smaller employers. However, the performance of the small business sector has not been strong, and growth has not replaced employment lost through these larger structural changes.

The following represent headline findings regarding Harlow's business base.

##### Largest employment sectors (2004)

- Real estate, renting, business activities (incl. services) (25%)
- Wholesale and retail trade (21%)

- Construction (19.4%)
- Manufacturing (14.2%).

*Source: Annual Business Enquiry*

##### A Growing business stock

- Business stock increased by 29% from 1,345 to 1,730 between 1994-2004.

*Source: Annual Business Enquiry*

##### Low rate of business growth

- Only 38.4 businesses per 1,000 population compared to 78.6 in the sub-region and 62.7 in England and Wales (*ONS, NOMIS, 2001*)
- Micro businesses dominate with (79%, 10 people or less)
- Both VAT registrations and de-registration are increasing (1994-2004) (*ONS, NOMIS, 2001*)
- Poor business survival rates.

#### 3.1.2 HARLOW'S EMPLOYMENT BASE

Despite challenges, Harlow remains a major centre of employment within the London-Stansted-Cambridge Corridor, as measured by the total number of jobs. The Pinnacles Industrial Estate at the west, Templefields to the north and Nortel Communications in Church Langley to the east represent significant job concentrations. The Town Centre is also a significant source of retail employment. However, people who do not live in the town hold a significant number of the jobs available in Harlow. There is evidence that Harlow's residents are not competing well for the jobs that are available in the town.

The following represent headline findings regarding Harlow's Employment Base.

- 37,661 residents in employment (*Census 2001*)

- 39,180 FTE jobs by workplace 2001 (declined to 38,613 in 2003) *Annual Business Enquiry*
- 58% of residents travel less than 10km to work (in Harlow) (2001) (*Census 2001*)
- 30% travel 20km or more (out of Harlow) (*Census 2001*)
- Large proportion of Harlow jobs filled by in-commuters 48% (*Harlow Regeneration Strategy, 2005*)
- Employment distribution by SIC sectors (2003):  
Distribution, hotels and restaurants (29.6%)  
Banking, finance and insurance (22.7%)  
Public administration, education and health (21%)  
Manufacturing (16%)  
*Annual Business Enquiry*
- Principal growth sectors 1998-2003  
Public administration, education and health (26%)  
Construction (41%)  
*Annual Business Enquiry*
- Sectors with greatest decline 1998-2003:  
Energy and water (80%)  
Manufacturing (28%)  
*Annual Business Enquiry*

Harlow is losing its competitive position as a location for jobs. It is faced by:

- A mismatch between the skills of residents and the jobs that are available in the District
- Increasing out-migration by residents in search of jobs
- A declining rate of local job creation and an over reliance on a small number of large foreign-owned firms. 65 foreign owned businesses account for approximately one-third of all employment in Harlow. (*Feasibility Study: Harlow Innovation Centre, 2005*).

### 3.1.3 PROPERTY INDICATORS AND PERCEPTIONS

Harlow's role as a business location has been challenged in recent years. The business sectors and firms within them that are growing in the region are not typically locating in Harlow. This is reflected most obviously at vacant industrial and commercial buildings at some of Harlow's most visible business locations. This is also reflected in the locally supportable rent levels in industrial, commercial and retail sectors.

The following indicate the relative rent performance of Harlow's business sectors and reflect market perceptions of the age and quality of the locally available business stock.

#### Manufacturing and Distribution Rent Levels (£ per sq.ft. 2005)

Property	New	Second-hand	Area
Industrial	-	£6.50	Basildon
Industrial	£7.85	-	Dartford/Thurrock
Industrial	£7.00-8.5	£5.00-£8.00	Harlow
Industrial	£7.50 - 7.75	-	Cambridge

Vacancies tend to be focused on large, older, bespoke, single occupier manufacturing units that are increasingly obsolete. Vacancy and rent performance also provide indications that the stock of available buildings is not desirable to higher value businesses. Harlow's 2005 Regeneration Strategy identified a failure to exploit the benefits of existing economic clusters, such as Research and Development, and that these were not generating local spin-off activity. The shortage of appropriate properties for such businesses may be an issue here.

#### Commercial Office Rent Levels (£ per sq.ft. 2005)

Property	Second-hand	Area
Offices	£8.00-£14.00	Harlow
Studios	£10.00-£17.00	Harlow
Managed workshop	£12.00	Harlow
Managed office	£17.00-£23.00	Harlow
Offices	£20.00	Chelmsford Outer
Offices	£21.50-£23.50	Cambridge
Offices	£22.25	Bracknell
Offices	£23.50	Chelmsford Inner

Vacancies are focused in older space. There is evidence of low - partial take-up in some modern space.

The market has not actively supported the redevelopment of key employment sites in Harlow, particularly on Edinburgh Way and River Way. The future impact of large-scale development and infrastructure improvements such as a second M11 junction may help to resolve this, by raising prices, reordering market dynamics and removing existing constraints to development. However, these key interventions will not be delivered in either the near or medium-term.

Today's prices are not sufficient to overcome current impediments to redevelopment, including obsolete plant and buildings on site, inappropriate or inadequate access and circulation frameworks, multiple ownership and market uncertainty over future use within local plans.

The public sector will need to play a stronger role in the short and medium term to help facilitate and enable the redevelopment of employment sites at Edinburgh Way and River Way. The role of the public sector is critical in the near and medium term in determining the future of these key employment sites. This can help provide near-term safeguards against conversion of use and prepare the way for under used and vacant properties to be brought back to full employment use in the medium and long term. The required role of the public sector is likely to diminish over the long term as strategic regional changes take effect. The role for the public sector will vary on a site by site basis, but will again be generally reduced over time as it succeeds in redefining the local market.

The greater the intervention on the part of the public sector, the more likely that current market impediments can be overcome at individual sites. Taken collectively across a number of sites, intervention will also send a clear message to the development market regarding the preferred and expected future use of these sites.

Critically, while increasing the likelihood of near and medium term employment development at Edinburgh Way and River Way, an active public sector role in delivery will strongly prepare the town for its regional share of employment growth as new infrastructure is added to serve a growing Harlow.

Targeted measures will demonstrate to the private sector that the public sector at local and regional levels is intent on creating change at Edinburgh Way and River Way. This can help re-configure the local industrial property market in the short term, changing the perception of an area to one of opportunity and potential and hopefully stimulating developer and investor interest.

As the traditional commercial investment market continues to be saturated (this will only be exacerbated by the introduction of Real Estate Investment Trusts), the investment sector is increasingly looking to new vehicles and products for a return. Many investors consider regeneration projects such as these as good opportunities for return in the coming years. We expect the level of investor interest in regeneration to steadily increase. However, if Harlow is to take advantage of this opportunity, it must begin to prepare the way now.

Retail Rent levels (£ per sq.ft. 2005)

Property	Zone A	Year	Area
Retail	£100.00	2004	Harlow
Retail	£250.00	2005	Cambridge

In October 2005 there were 35 reported requirements for retail space in Harlow, against an average of 60 nationally, ranking the Town 136th of the PROMIS Centres. This level of demand is consistent with the town's size and status.

Harlow's retail stock has seen some diversification as a result of new edge of town style development in the Edinburgh Way. The Town Centre has benefited from the development of The Water Gardens, which has provided a more contemporary shopping environment, space for new anchor shops and the integration of a new council Civic Centre. However, the remainder of the Town Centre needs to be upgraded with renovated retail, a stronger employment position and the addition of residential uses.

At the same time, retail facilities found in local neighbourhood centres and "hatches" are also challenged by some decline in their physical and economic sustainability.

Harlow's retail offer is now challenged by new retail formats, the increasing mobility of residents through higher rates of car ownership and competing retail locations in North London and towns such as Cambridge and Chelmsford.

## 3.2 HARLOW'S HOUSING PROFILE

Harlow was built to provide a new community for families moving out of London after the Second World War. The majority of the 1950-64 stock was terraced and used traditional design and methods of construction. However, some of the housing built in the 1965-80 period was more experimental in design, materials and construction. A high proportion of the stock was built as municipal housing. In recent decades there has been a substantial transfer to the private sector through individual Right to Buy.

According to the Housing Improvement Plan (April 2005) the entire stock was estimated to be 34,572 dwellings. The Council is the largest property owner with 10,100 units. This is the second highest proportion of council housing to total stock in England.

The dominant form of occupancy is owner occupation. This is largely a result of the sale of Council homes under Right to Buy legislation. According to the draft Private Sector Housing and Empty Homes Strategy the impact of privatisation has been felt more in Harlow than in other settlements across the sub-region. Between 1980-1998 the average number of homes sold annually was 475. This was higher than any other settlement in the sub-region. Following a peak number of right to buy sales in 2000/01 there has been a steady decline in the volume of sales and the rate has now fallen below the East of England average.

Council housing makes up 29% of the stock. Registered Social Landlord (RSL) properties making up a further 5%. The remaining stock is in private ownership, of which 5% is privately rented. The proportion of RSL and private rental stock is still below national and regional averages.

### 3.2.1 HOUSING STOCK CONDITIONS

#### PRIVATE SECTOR STOCK



The evidence shows that Harlow's private sector stock is in relatively good condition. Harlow District Council last commissioned a private sector stock condition and energy efficiency survey in 2000. This found that 0.5% of private sector dwellings was unfit and 6.6% of the stock were defective dwellings that could exhibit significant disrepair in the future. For both indicators, Harlow's stock out performs the national average. The survey report concluded that further deterioration in the condition of the defective dwellings could increase rates of unfitness. Dealing with stock that is currently 'borderline decent' will become a pressing future priority for three key reasons:

#### *Housing Health and Safety Rating System*

The replacement of the Fitness Standard with the Housing Health and Safety Rating System (HHSRS) may increase demand for housing renewal. This gives each home a hazard score, based on the likelihood of the hazard occurring and the risk to health and safety. Any future stock condition survey using the HHSRS could identify a greater degree of properties that are unfit or at a borderline level.

#### *Vulnerable Households in Non Decent Homes*

The Council will be faced with the need to focus on reducing the proportion of vulnerable households living in non-decent homes within the private sector. The Draft Private Sector Housing and Empty Homes Strategy identified 4,323 vulnerable households in the private sector of which 1,444 were living in non-decent homes (33.4%). This was done using the District Level Ready Reckoner for Private Sector Households in Non Decent Homes.



#### *Encouraging the private sector to invest in its own stock*

Harlow District Council's housing objectives included 'encouraging owners of private housing to invest in it and maintain it to a high standard'. The Council's policy for assistance in private sector housing (June 2003) 'recognises that the primary responsibility for the condition of private sector housing lies with the owner'. However the Council is aware that limited circumstances may arise where intervention could be necessary. The policy on private sector housing renewal highlighted its intention to develop 'a loan-based system of interventions for a wide range of owners, unable to access sufficient finance from commercial lenders'.

### COUNCIL HOUSING STOCK CONDITION



Contrary to popular perceptions, Harlow District Council's housing stock performs relatively well when compared against local authority stock nationally. However, there are a number of estates and buildings where weak performance is concentrated.

The Council owns 10,118 homes, of which 40% are flats and 60% houses or bungalows. 15% of the stock was built using non-traditional construction methods. The Council commissioned a condition survey of this stock in 2005. This survey used a representative sample of 1016 dwellings (10% of the Council stock in 2005) for inspection purposes. The survey found that many of the Council's properties were simultaneously encountering the same problems, producing a concentration of demand for repair and replacement of homes.

In relation to the Decent Homes Standard (DHS) the Council identified 1,210 properties that failed to meet one or more of the criteria that make up the standard. The Council forecast

that this would rise to 8088 if no action were taken. The key failure issues related to state of repair and lack of modern facilities. However, it is expected that the Council will meet 100% of its decent homes standard by 2010.

The Council's Housing Revenue Account (HRA) Business Plan confirms that in 2005 the Council was in the top quartile of performance for district councils in achieving the DHS targets. According to the Business Plan the HRA projections highlight that the Council will have sufficient resources to meet the DHS 2010 target. This is in part based on a series of financial assumptions outlined in the business plan and that following the Housing Options Appraisal, the Council will retain the ownership and management of its stock. The most recent stock condition survey identifies a total expenditure of £118,262,868 for all maintenance and repair cost categories in the next five years. This includes minor building elements and major estate repairs. The budget to achieve required Decent Homes Standards by 2010 is £53 million or approximately £5,000 per unit.

### 3.3 SOCIAL PROFILE OF HARLOW

Harlow was built essentially as a working class town. Its current social profile reflects the fortunes, or otherwise, of the demographic groups it was intended to house and provide jobs and services for.

Many of Harlow's residents are engaged in what are deemed to be lower socio-economic order occupations. The greatest concentrations of residents in lower order occupations are found along the southern edge of Harlow. While much of the town fares moderately well in the local economy, there are concentrations of acute deprivation that place Harlow in the lower tiers of local authority deprivation ranking at regional and national levels. Concentrations of acute deprivation also tend to be located along the southern edge of Harlow and also around the Town Centre. There is a strong overlap between concentrations of deprivation and housing stock with the greatest repair and renovation requirements.

Residents of Harlow engaged in higher order occupations tend to be concentrated in Church Langley and be more strongly represented in Old Harlow in the east and the western neighbourhoods around, and to the south of, the Pinnacles industrial area.

### Key Facts

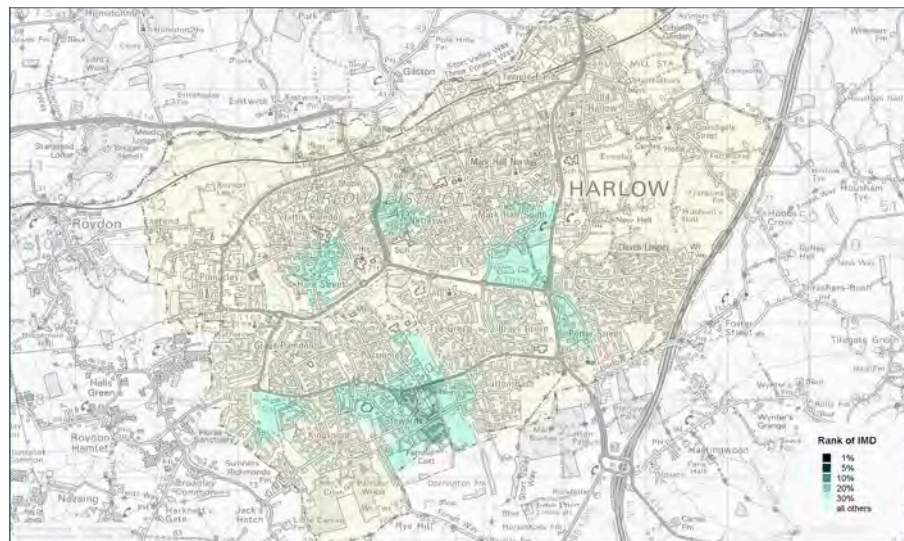
Deprivation Indexes - Super Output Areas (ODPM)

- Harlow ranks 9th out of 48 LAs in the East of England
- Harlow ranks 120th out of 354 LA areas in England

Pockets of acute deprivation in inner urban wards

- 4 of Harlow's 5 SOAs are in the 20% most deprived in the country
- Significant overlap between pockets of deprivation and areas of poor quality housing.

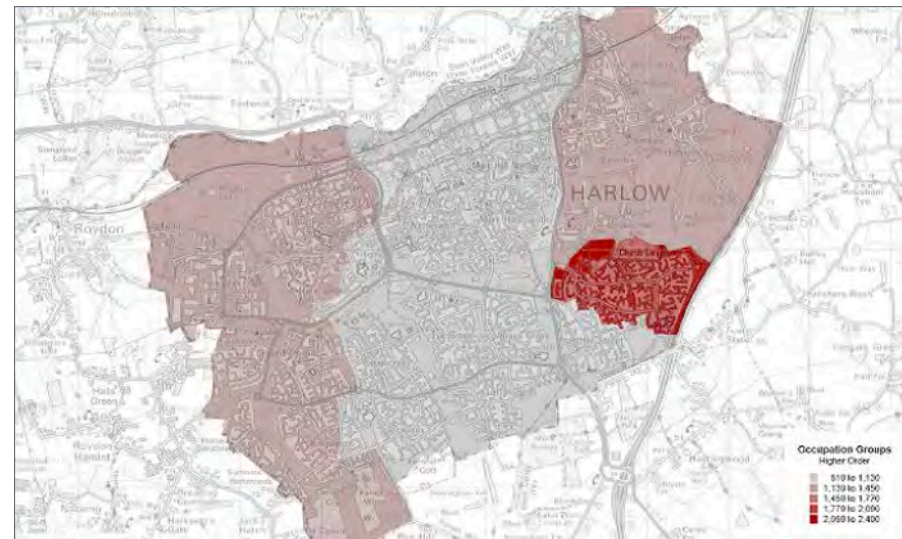
### DEPRIVATION PROFILE



### Conclusion

Harlow is faced by a number of economic and social challenges. Compared with other urban communities across the UK, its overall performance is relatively good. However, it does not fare as well when compared to its region. There are also concentrations of economic and social deprivation that need to be addressed whatever the wider context.

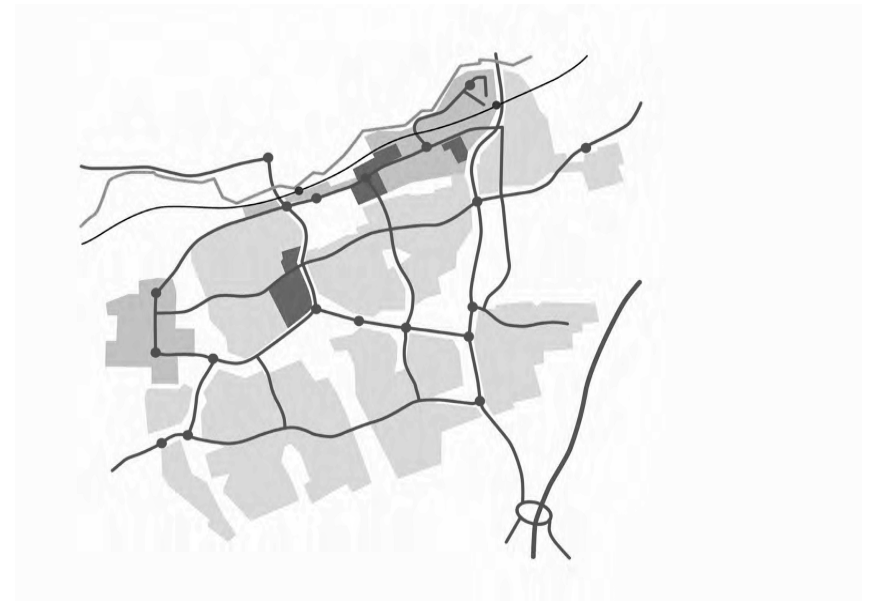
### OCCUPATION PROFILE



## CHAPTER 4:

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## PROFILE OF HARLOW'S DISTRICTS





## 4. PROFILE OF HARLOW'S DISTRICTS

A summary physical profile of Harlow was prepared following tours with a range of council staff, consultant team tours and a comprehensive survey of Harlow carried out as part of the parallel Urban Capacity Study.

Harlow New Town was built as a planned community. The New Town concept was conceived as a series of self-contained residential areas and two employment areas. The primary New Town areas as defined by the New Town authorities were:

### Residential Areas

- Mark Hall & Netteswell
- Little Parndon, Hare Street and the Town Centre
- Bush Fair and Harlow Common
- Great Parndon.

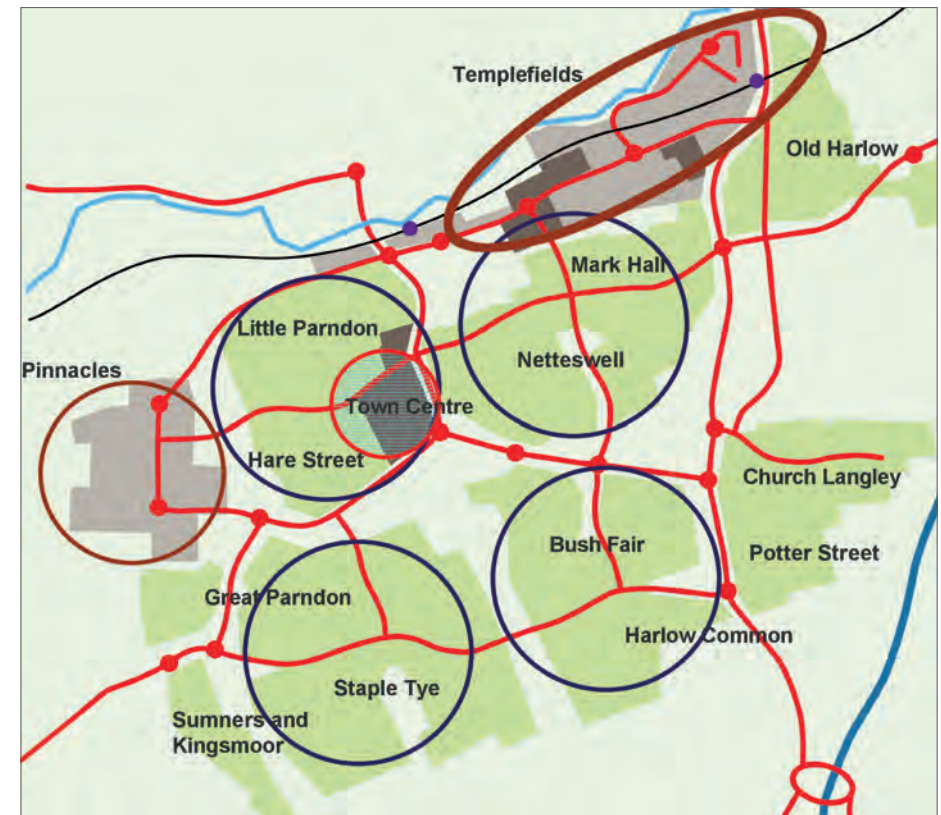
### Employment Areas



- Templefields: Edinburgh Way and River Way
- Pinnacles Industrial Estate.

This structure has evolved as the later stages of the new Town were completed and new areas, such as Church Langley, were developed.

The Town Centre, four neighbourhood centres and twenty local "hatches" are important elements of Harlow's New Town structure. The New Town was built generally from the north-east to the south-west, beginning in the early 1950s, with the majority complete by the late 1960s. Past, broad assessments of Harlow have suggested an ageing, deteriorating stock of housing and a declining public realm. This profile of Harlow is the outcome of an assessment of employment areas, housing estates, neighbourhood centres and hatches. The following highlights the character of the major districts. It also identifies areas of concern within each areas. This has enabled the development of an overview of the quality and performance of the areas created by the New Town Plan.

## HARLOW'S DISTRICTS



-  Residential Areas
-  Employment Areas
-  Town Centre

## 4.1 RESIDENTIAL AREAS

The following assessments provide a general overview of the four primary residential areas identified by the original New Town master plan.

### MARK HALL AND NETTESWELL



Harlow New Town to be built. The earliest homes were built in 1950 and 1951. It provided early examples of the range of housing types, the role of neighbourhood centres and hatches and the quality of public spaces the New Town Corporation intended to replicate through out Harlow. It provided a template for the future.

In general the housing stock is in good condition for its age. It was well built to relatively standardised design requirements for its era. There is a high proportion of owner occupied housing in this district. While some parts of the stock require cosmetic intervention to

address exterior appearance issues, there is no evidence of widespread systematic failure. Individual buildings or small clusters will require intervention to ensure the continued stability of the neighbouring stock. Hughes Tower and the Hides, to the east of the Town Centre are an example of this.

The Stow is a successful Neighbourhood Centre with a range of national and independent retailers organised around out-door pedestrian malls and squares. It is also home to a collection of small office and workshop business spaces. Overall the building stock is sound. However, as with other centres in Harlow, the exterior is weakened by back doors and service entrances.

This Area also provides a strong example of the intentions of the New Town Plan. Ward Hatch on Mowbray Road lies opposite Tany's Dell Primary School. Mark Hall Gardens provides a well-designed and mature landscape and an attractive neighbour to both the school and a local church.

Burgoyne hatch to the south on Momples performs less well. Renovation or replacement of the shops is required, along with an upgrade to the public realm around it.

Overall Mark Hall and Netteswell perform well as one of Harlow's major districts. Long term requirements for this area include defining a positive future for the Stow Neighbourhood Centre and a strategy to ensure maintenance of private housing stock.

### LITTLE PARNDON, HARE STREET AND THE TOWN CENTRE



Little Parndon and Hare Street in the north-west of Harlow, is also home to a range of early New Town era housing stock. Much of the housing was built in the 1950s. There are many strong examples of what was best about the urban design principles and master plan concepts behind the New Town Plan in the housing stock and public realm of streets, paths and greens in this area.

However, there are also a number of areas of housing concern. The Northbrooks estate employs a concrete frame and flat roof construction approach that has limited the lifespan of the buildings. Many are exhibiting signs of deterioration. A four storey stacked housing model has also been used and is now in poor condition. Many of the estates units have been organised around small courtyard gardens and narrow alleys that limit their appeal.

The Canons Brook and Edmunds Tower flats are challenged by an experimental construction material that, while robust, limits maintenance and renovation options. These buildings are now ageing and are likely to require increasing intervention over the longer term

Little Parndon and Hare Street do not have a full neighbourhood centre in the Stow model. Instead, this area relies on the Town Centre to play that role. The quality of place and quality of life of this district is, therefore, influenced by the fortunes of the Town Centre. This does mean that it has benefited from the recent renovation of the south of the Town Centre, but also suffers from the limitations of Town Centre North, with its inward looking pedestrian malls and its perimeter of car parks and service entrances to the shopping centre.

Colt Hatch on Hobtoe Road performs moderately well. However, Slacksbury Hatch on Harberts Road is a declining centre with deteriorating physical stock and a poor public environment. Its long-term sustainability is in question.

Overall this area requires targeted intervention in specific local housing and hatch areas to ensure its long term stability. While localised, these areas have the potential to undermine the stability or progress of this district

## BUSH FAIR AND HARLOW COMMON



This district encompasses a range of neighbourhoods including Bush Fair, Latton Bush and Potter Street to the east. Although conceived as a single district it is bisected by Southern Way and by the A414, creating three distinct components. Overall the housing stock is in fair condition for its age. It includes a wide range of building types constructed in the first major phase of the New Town's construction. Church Langley is a more recent residential district built to the North and East of Potter Street.

The Neighbourhood Centre at Bush Fair is built to a similar model as the Stow and has a similar mix of smaller scale national and local retailers and the same perimeter problems. A local bowling alley, church and community centre are located here. There is also a significant collection of small-scale local workshop and office based employers that add to the success of the centre.

The hatches in the area are less successful. Its poor visibility and weak connections to the rest of the area threaten the long-term sustainability of Elm Hatch. Clifton Hatch in Latton Bush to the south of Southern Way is obsolete and has become a centre for anti-social behaviour. There is a significant opportunity to improve conditions here. Prentice Place serves as the hatch for Potter Street Neighbourhood to the east of the A414. An ageing retail and residential building, declining community facilities and under-utilised garages provide an opportunity for a stronger local service centre and the potential for new housing. Specific recommendations for Clifton Hatch and Prentice Place are made later in this report.

With focused action on these priorities, the long-term sustainability of Bush Fair and Latton Common should be achievable.

### GREAT PARNDON



Great Parndon lies at the south west of Harlow. It includes the Great Parndon, Passmores, Stewards, Kingsmoor neighbourhoods, built in the 1960s, and Katherines and Sumners, which were built between 1974 and 1978.

This district contains a number of estates that represent a departure from the traditional New Town stock. A number of experimental urban design and architectural approaches were tested here. The district is now home to a number of estates that are showing signs of deterioration. On one hand this is because of a concentration of building technologies that had become popular during that era, and were used elsewhere in the United Kingdom, but have not stood the test of time. Barley Croft and Lower Meadow estates fall into this category. On the other hand, there are some unique designs, tried once, which have also aged poorly. Bishopsfield and The Briars, Copshall Close and Aylets Field fall into this category. This cluster of estates is also where the greatest concentration of deprivation in Harlow is found.

The District's Neighbourhood Centre, Staple Tye, has undergone partial regeneration in recent years, with the majority of the shopping area rebuilt in a car oriented strip centre format. This has improved the quality of the shopping offer in the local area. There are still a number of smaller shops remaining that do not meet the same standards of quality, an ageing and obsolete health centre, a small employment district with an ad hoc range of businesses and poor pedestrian connections to the centre overall. There is still work to be done.

Coppice Hatch, Maunds Hatch and Sumners Hatch are challenged by a relatively poor building stock and a weak public realm. Despite good retail occupancy levels, these are not appealing service centres for the residential areas around them.

Many of the housing and social issues that face Harlow are concentrated in the Great Parndon district. Concerted action will be required to address the wide range of physical issues present in the housing stock, at Staple Tye and at local hatches.



## 4.2 EMPLOYMENT DISTRICTS

### TEMPLEFIELDS: EDINBURGH WAY AND RIVER WAY



Templefields was intended to be the home for a number of large anchor employers engaged in manufacturing, distribution and material handling. Many represented the cutting edge businesses of their era. Edinburgh Way and River Way successfully played this role for the first 30 years of the New Town's life. However, while still a significant employment centre, a number of businesses have closed and or relocated away from the town. This is a reflection of national and regional trends away from manufacturing and towards services.

The typical occupiers of sites in Templefields generally required large plots. They have left a legacy of large, under-used and, or, vacant brownfield sites. The sites typically include an element of ancillary office space and a much larger element of manufacturing, storage or assembly space. These sites have been difficult to re-market in their current configuration for employment uses. However, the access and visibility of the sites has made them attractive to a range of retail operations, from car show rooms to supermarkets.

The result is a loss of the clear employment role originally intended for Templefields. The highly visible Edinburgh Way corridor now presents a mix of office, manufacturing and retail activities interspersed with vacant land and buildings. Re-establishing a clear economic role in a high quality environment is a priority for the future of the entire town and Harlow's regional role.

### PINNACLES INDUSTRIAL ESTATE



The Pinnacles employment area is on Harlow's western edge. It is home to a number of Harlow's major and most prestigious employers, such as GlaxoSmithKline. It has also seen the recent development of a number of smaller speculative business parks with office and workshop space. It is currently one of the most marketable employment locations in the town for higher-value economic activities.

Despite the distance of the area from the M11 (the original masterplan for Harlow envisaged a motorway running down the western, not eastern flank of the town, serving Pinnacle), it does not appear to have been constrained in its ability to attract high-value national and international activities. GlaxoSmithKline has invested significantly in its premises at this site and a number of other employment occupiers recently establishing facilities.

The relative success of the Pinnacles area is evidence that, where high-quality premises and infrastructure are provided, Harlow is a competitive location for attracting inward investment. The area is however, faces constraints in accepting future growth. It has expanded up to the district boundary and there is little vacant employment land available for further development.

## 4.3 CONCLUSION

The structure of Harlow today still strongly reflects the master plan framework established by Sir Frederick Gibberd and the New Town Corporation. However, there has been a recent evolution of the framework.

The most substantial recent change to the New Town framework has been the development of Church Langley as a major new Neighbourhood at the east of the town. The adjacent Nortel Communications facility has also created a new employment location away from the planned employment districts. This has created a significant new cluster of activities on that has begun to shift the centre of gravity of the town to the east.

The next step in the evolution of Harlow will be the New Hall Neighbourhood. This is also on the east edge of Harlow, immediately to the north of Church Langley. An initial phase has been completed, and has gained national plaudits for displaying a range of architectural and public realm approaches that are new to Harlow. Upon completion, this will add a substantial new offer in the Harlow housing market and continue the growth of the town's eastern edge.

Further development along Harlow's Eastern edge over the longer term is also anticipated when a Special Restraint Area to the north of New Hall Farm and east of Old Harlow at Gilden Way is released for development.

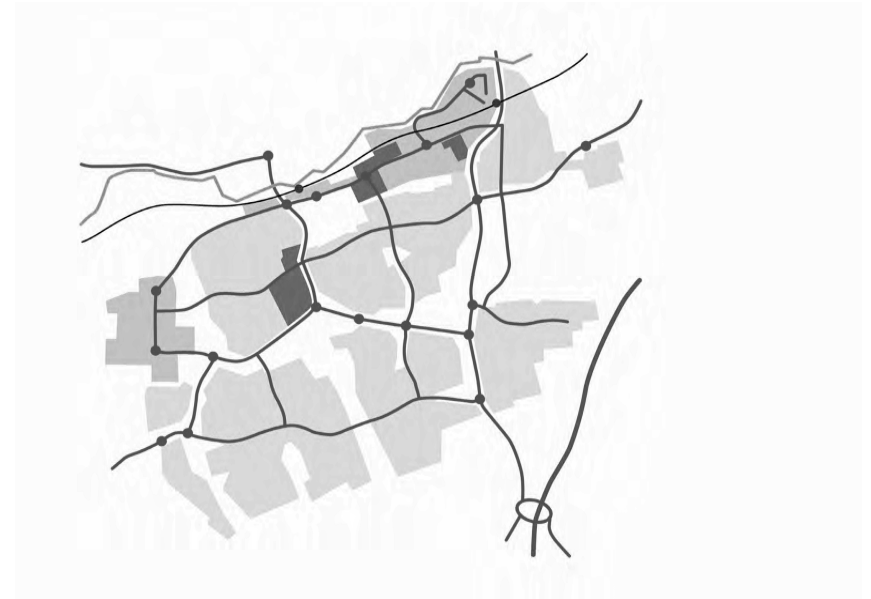
Taken together existing, planned and potential developments at Church Langley, New Hall Farm and Gilden Way mark a significant step in the evolution of Harlow adding a substantial new population and housing market to the eastern edge of the town.

Growth to the east will present Harlow with both opportunities and challenges. It is to these that we now turn in the following sections of the Area Investment and Renewal Framework.

## CHAPTER 5:

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### CONTEXT AND GOALS FOR THE INVESTMENT FRAMEWORK





## 5. CONTEXT AND GOALS FOR THE INVESTMENT FRAMEWORK

The Investment Framework identifies a series of goals for the town as a whole. These address economic development, housing, transport, open space and planning goals. A series of more specific recommendations are offered for two districts and for a series of target local areas. Recommendations for target local areas are at the headline level. Proposals for four of these areas have been developed in more depth, with design concepts, schedules of development and delivery timelines.







### 5.1 THE STRATEGIC CONTEXT

#### TODAY'S STRATEGIC CONTEXT

In preparing the Investment Framework it is important to pay attention to the strategic context of Harlow today and the likely strategic context of Harlow in the future. Harlow's primary regional connections are the M11, accessed by Junction 7 to the south-east and rail connections at Harlow Town station and Harlow Mill station on the north edge of the town. Harlow is accessed by the A414 from the south-east and the north-west. Major east west arterial streets include Southern Way, Third Avenue and Elizabeth Way – Edinburgh Way. There are no complete, direct north-south connections through the centre of Harlow.

#### STRATEGIC CONTEXT: TODAY



- |   |                 |   |             |
|---|-----------------|---|-------------|
|  | M11             |  | Employment  |
|  | Road Connection |  | Retail      |
|  | Rail Station    |  | Residential |

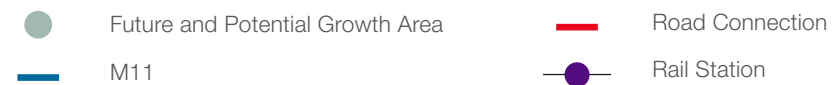
## THE FUTURE STRATEGIC CONTEXT

A series of major developments around and within Harlow could have a significant impact on the future of the town. These include:

- **New Hall**  
A residentially driven mixed use scheme on the eastern edge of Harlow between the recently completed Church Langley development and Old Harlow with a planned total of more than 2,000 units
- **Gilden Way Development**  
A residential allocation in a Special Restriction Area to the east of Old Harlow that could add more than 1,000 new homes, again on the eastern edge of Harlow
- **Harlow Gateway Scheme**  
A leisure, retail and commercial scheme between the Town Centre and Harlow Town Station, including 530 residential units
- **North East Connection to the M11**  
A proposed connection between the A414 north of Harlow, and the M11 to the north east. This will provide an additional strategic connection to the London-Stansted-Cambridge Corridor.

Harlow must anticipate the impact of these future and potential developments as it prepares for the future.

## STRATEGIC CONTEXT: FUTURE



Taken together, Harlow will potentially experience a significant expansion along its eastern edge and within the town. New residents will help support the viability of Harlow as a regional centre, particularly in the range of retail, health, education and social services it can offer. As a single community, an enlarged Harlow will potentially have more economic and political capital to attract new and larger employers to provide jobs to all local residents.

The proposals are also closely allied with both requirements and concepts for improved regional transport connections. These take the form of a potential road connection from the A414 to the M11 Corridor to the north east of the town.

When considered together these projects have a potentially significant impact on Harlow.

This preliminary Investment Framework offers an approach to stabilising and strengthening Harlow so that it can address immediate problems, build from today's position and be better prepared to integrate with and benefit from the long term evolution of the town.

## 5.2 GOALS FOR HARLOW

An initial set of goals addressing the town of Harlow as a whole have been developed that respond to the issues identified in the summary of issues, and consider economic development, housing, transport, open space and the planning framework. These goals provide a basis for direct recommendations at the district and local level.

### ECONOMIC DEVELOPMENT GOALS

- Sustain the existing employment base
- Support the growth of local businesses
- Attract new businesses
- Ensure strong, attractive locations for existing, relocating and new businesses
- Continue to strengthen the retail role of the Town Centre
- Strengthen Neighbourhood Centres and Hatches.

### HOUSING GOALS

- Renew housing at the most challenged estates
- Bring more housing to neighbourhood centres
- Diversify housing stock
- Include high quality, contemporary architecture
- Bring more housing to the Town Centre.

### TRANSPORT GOALS

- Strengthen regional connections
- Strengthen links to M11
- Pursue progressive regional public transport initiatives
- Pursue progressive local public transport initiatives.

### OPEN SPACE GOALS

- Activate all open spaces, including Green Wedges, to make full use of their recreation and relaxation potential
- Create connections through open spaces between neighbourhoods
- Make Town Park into a great civic park for the town and the region.

### PLANNING FRAMEWORK GOALS

- Consolidate under-used land to create development opportunities
- Encourage more mixed-use environments within Harlow
- Establish development, transport and open space frameworks that ensure that future developments are fully integrated with the exiting framework of the town and with each other.

### INVESTMENT, RENEWAL AND REGENERATION GOALS

These are a set of wider goals that Harlow must meet if it is to continue to evolve successfully and in a sustainable manner.

- Change perceptions of Harlow
- Anticipate the impact of the Regional growth agenda
- Ensure that Harlow continues to develop while new communities emerge at the edge of the town.

These goals set a broad agenda for Harlow. They have implications in the short, medium and long term. It is recommended that the immediate focus of the Area Investment and Renewal Framework be on the following:

- Focus on areas of greatest need
- Focus on areas under greatest threat
- Focus on areas of greatest impact
- Focus on areas of highest visibility
- Establish clear short and medium term priorities.



## CHAPTER 6:

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## INVESTMENT AND RENEWAL DISTRICTS





## 6. INVESTMENT AND RENEWAL DISTRICTS

District scale recommendations are required where a strong, co-ordinated set of initiatives is needed to address larger physical frameworks or sub-market conditions. This scale also provides the opportunity to make the most substantial changes to the perceptions about and the actual experience of Harlow. Harlow New Town was designed around a clear structure of residential districts, employment districts, a town centre and green wedges. The structure of the town was guided by the desire to meet almost all needs within the town: local jobs, local shopping and local service was a guiding ethos. This legacy still defines much of how the town is organised. However, a number of factors have changed how people use and experience Harlow. People travel more, in and out of Harlow for work and around the town for shopping, leisure, education, health and social services. Increasingly corridors define how people arrive at and experience Harlow.

The Harlow Area Investment and Renewal Framework focuses on two districts:

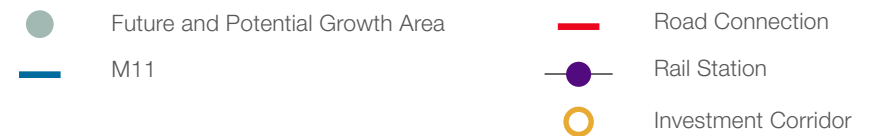
- **A Northern Corridor** incorporating Templefields, Edinburgh Way and the Station District
- **A Southern Corridor** incorporating a series of neighbourhoods along Southern Way.

The successful repositioning of the corridors is critical to the future of Harlow as a whole. They are under threat of continued decline. They are also each highly visible, and define Harlow in the minds of people who come to do business, work, shop and play in the town.

While there are individual housing areas or hatches that require attention and investment outside of these districts, the Northern and Southern Corridor have a broad collection of needs in terms of economic development, housing and the public realm that must be addressed in an integrated way.

Edinburgh Way serves as a central street that private and public investments can be organised around in the Northern Corridor. Southern Way can play the same role for the Southern Corridor. In each case, this corridor approach offers the opportunity to link and achieve change that is more than the sum of its parts. Taken as a whole, they have the potential to make a significant and real change to the quality of place and quality of life offered by Harlow.






## INVESTMENT CORRIDORS WITHIN FUTURE STRATEGIC CONTEXT



At the same time it is critical that the Southern Corridor is strengthened. It has the greatest collection of challenged neighbourhoods today. There is a significant threat that the Southern Corridor will continue to decline in the face of new investment elsewhere unless the issues it faces are addressed.

### NORTHERN CORRIDOR WITHIN FUTURE STRATEGIC CONTEXT



- |   |                                  |   |                 |
|---|----------------------------------|---|-----------------|
|  | Future and Potential Growth Area |  | Road Connection |
|  | Potential Connector              |  | Rail Station    |
|  | Investment Corridor              |   |                 |

## 6.1 THE NORTHERN CORRIDOR

The Northern Corridor is made up of the following components:

- Town Park – a major public open space
- The Station District – home to Pearson Press, a significant stand-alone office occupier, a number of large multi-let office buildings, a large area of station car parking and a new high-density residential scheme
- Edinburgh Way – once a major industrial employment corridor that is increasingly characterised by edge of town retailing and large vacant industrial and ancillary office space
- River Way – an industrial estate challenged by a single access route, fragmented land ownership and a mixture of plots of varying sizes with a number of vacant, under used or obsolete premises
- Old Harlow – an historic village high street, now a struggling neighbourhood centre.

The Northern Corridor is also strategically linked to key local projects

- The Town Centre – with the recently completed Water Gardens Town Centre South development with the addition of new retail and civic office facilities
- Harlow Gateway – a significant leisure and housing development that is in the initial delivery stages.

At its eastern edge the Northern Corridor is also linked to a crescent of new residential developments that include Church Langley, Newhall Farm and land off Gilden Way currently held as a Special Restraint Area.

The Northern Corridor is highlighted as an Investment District within the Area Investment and Renewal Framework because of its economic importance to Harlow as a whole, and its high visibility. The following provides a specific rationale for the focus on the Northern Corridor as an Investment and Renewal District based on its internal conditions:

## NORTHERN CORRIDOR: SUB AREAS



## SOCIO-ECONOMICS AND PROPERTY

The predominance of employment related uses along and at key nodes on the Northern Corridor means that it has a key role to play in the economic development of the town. Historically, employment activities have been focused in both general and heavy manufacturing and storage and distribution. A number of these uses remain. However, a significant number of these businesses have closed or relocated away from the town. The long-term trend in these sectors is likely to be one of continued decline.

The historic occupiers generally occupied large plots. They have left a legacy of large, under-used or vacant brownfield sites. These typically include an element of ancillary office space and a much larger element of manufacturing or storage space. As the occupiers have moved away and the property has re-entered the market, it has typically been difficult to sell or let, and often remains vacant for some time.

The sale of the sites for employment uses is likely to be constrained by decreasing market for large industrial occupiers. Where total redevelopment is required, site development economics are not likely to be viable. The letting of the sites for appropriate employment occupiers is also constrained. The quality of older office space is relatively poor in comparison to other more recent space available in Harlow. The market for large industrial leases is likely to be relatively limited.

Where redevelopment has come forward, mostly along Edinburgh Way, it is often for large retail warehouse use. While successful as retail operations, they are not likely to contribute significantly to the economic development of the town. They may, in fact, have a detrimental impact upon the health of retailing in the Town Centre and at the neighbourhood centres and hatches. It has also reduced the clarity of use with which Edinburgh Way is seen in the development market place.

## FUNCTION AND VISIBILITY

Edinburgh Way is one of the principal road arteries serving Harlow. It represents a key east-west link road across the northern part of the town. It links the A414 entrance to Harlow from the north-west with connections to Cambridge to the north east and Junction 7 of the M11 to the south east.

Edinburgh Way has an important function for visitors to the Town Centre, through-traffic and people travelling to both the Northern Corridor and Pinnacles Industrial Estate for jobs or business.

## CONNECTIONS AND LINKS

The Northern Corridor is marked by a series of east-west connections: the River Stort, the railway between the main Harlow Town Station and the smaller Harlow Mill Station, Edinburgh Way and River Way. Netteswell Road is a bicycle and pedestrian connection from the town park to Old Harlow.

There are few links between these strong east-west connections. Howard Way is the only major north-south connection between Fifth Avenue/Allende to the east and Cambridge Road to the west. Most development is on Edinburgh Way. Employment and retail development along Edinburgh way are organised as a series of large cul-de-sacs.

River Way currently has an umbilical relationship with Edinburgh Way: it is linked by a single connection. While it backs onto the A414 and Harlow Mill Station, and the River Stort, it does not open on to them. This single access and lack of a clear 'front door' reduces visibility, value and the level of investment. For River Way Industrial Estate to thrive, more

and better links are required. This would ease access for both people working in the area, and businesses trying to get goods in and out of facilities.

The quality of east west connections also needs to be addressed. Edinburgh Way is an unpleasant and unfriendly place for pedestrians. The landscape is poor with lighting geared to traffic only, and not other users. The result is a bleak and 'hostile' environment especially at night. There is a significant opportunity to improve the experience, image and perceptions of Harlow.

The Netteswell Road route between Old Harlow, Nettswell Village, the Town Park and onto the Station, the Harlow Gateway and the Town Centre can also be strengthened. This will provide better connections between the employment area on Edinburgh Way and adjacent neighbourhoods. Additional links to amenity space such as Temple Bank, the River and Town Park, are also an attraction to investors, management and employees.

## 6.2 PRINCIPLES TO GUIDE THE NORTHERN CORRIDOR

The following principles will guide the future development of the Northern Corridor. While specific details may change over time, these principles will provide a consistent set of directions that will inform all decisions.

- Change the image of the Northern Corridor
- Establish Gateways at key locations and set the scene
- Establish new links to better connect the Northern Corridor with its hinterland – neighbourhoods, riverside and parkland
- Create a destination by enhancing the environment and public realm throughout
- Create a sense of place and suitable address for employment
- Bring vacant or under-used properties and premises back to full economic use
- Establish new local employment synergies and clusters
- Create additional housing
- Strengthen pedestrian and public transport connections.

## 6.3 FRAMEWORK RECOMMENDATIONS FOR THE NORTHERN CORRIDOR

### A CONNECTED CORRIDOR

- A new direct road link from River Way to the A414. This would offer a 'front door' for the area onto the main road. However, land assembly would be required
- Strengthen links to the Mark Hall Moors, Tany's Dell, Glebelands and Old Harlow neighbourhoods
- New north south links throughout the corridor and especially across the railway and to the river
- Strengthen existing east west routes along the River, Edinburgh Way, and Netteswell Road
- Linking the Templefields area and the River Stort.

### A CORRIDOR WITH A STRONG IMAGE

- Changing the nature of Edinburgh Way from a 'strip' to an urban avenue. Lined with trees – in single, double or triple rows – to establish a consistent theme within the public realm
- Adding new lighting, footpaths, cycle ways, street furniture to radically transform the image of the area
- Working with existing stakeholders to improve, enhance or create 'places' along the route: Tesco's car park, the junctions at Central Road or Howard Way, Queensgate Centre with its restaurants, the locks and edge of the river at the entrance to River Way
- Establishing River Way as an 'eco-industrial park', taking a cue from its sensitive flood plain environment
- Establishing design guidance addressing building lines and heights, parking rules, transparency, icons and height to establish consistency in the private realm.

## NEW GATEWAYS

- The Northern Corridor will be anchored by two gateways
- A Central Gateway will encompass Harlow Town station, the Harlow Gateway and Town Park
- A Northern Gateway at Cambridge Road with – roundabouts reconfigured to create junctions and land reconfigured to address the street
- Minor ‘gateways’ along Edinburgh Way to signal particular interest and ‘events’.

## A DESTINATION

A changed image and more mixed, interesting and accessible set of destinations will include:

### **Old Harlow:**

- Historic character

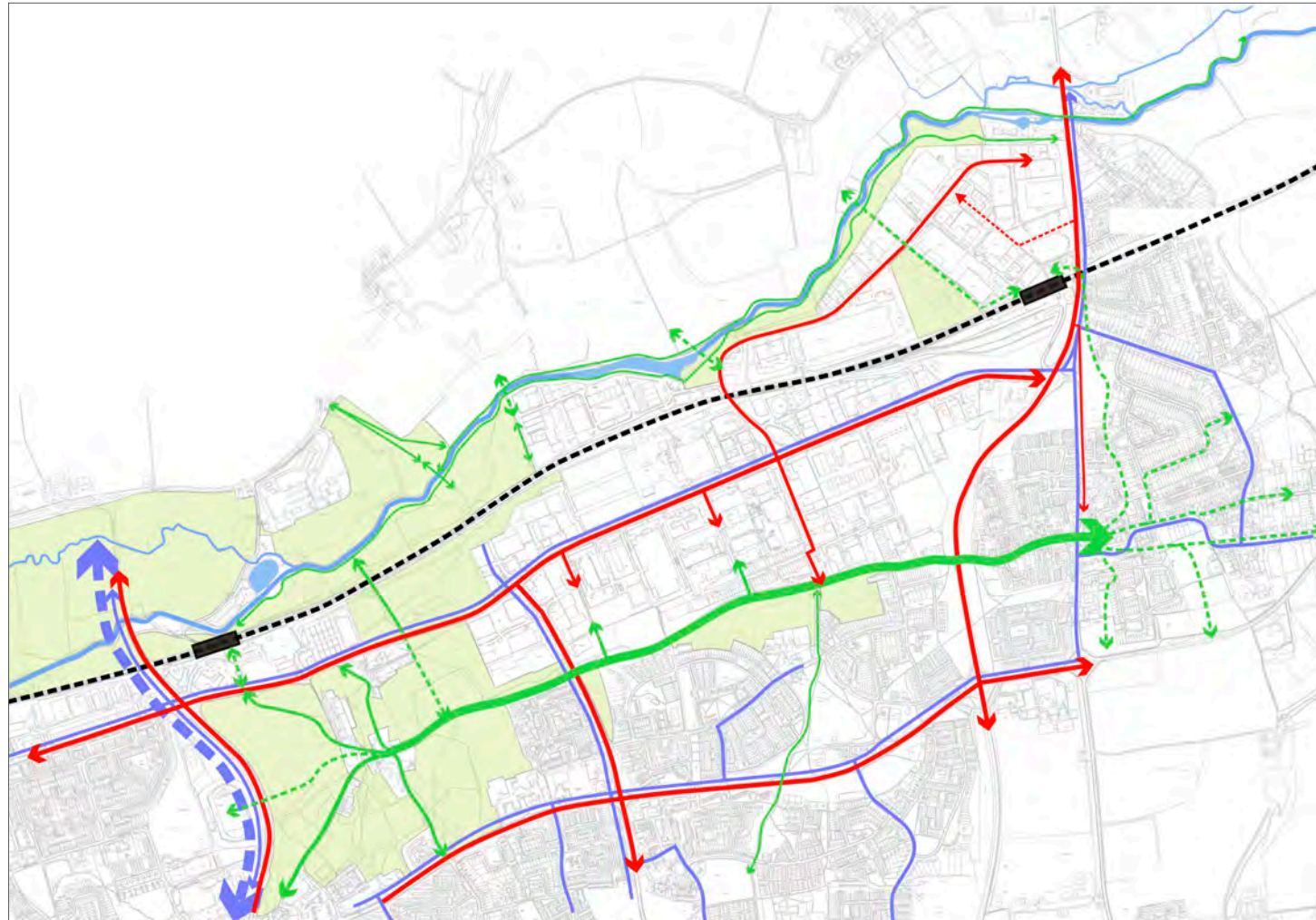
### **Edinburgh Way:**

- Employment and shopping
- An Urban Avenue
- A great civic park at Town Park.

### **River Way**

- Historic elements such as the Temple area
- Natural features such as the river and the flood plain.

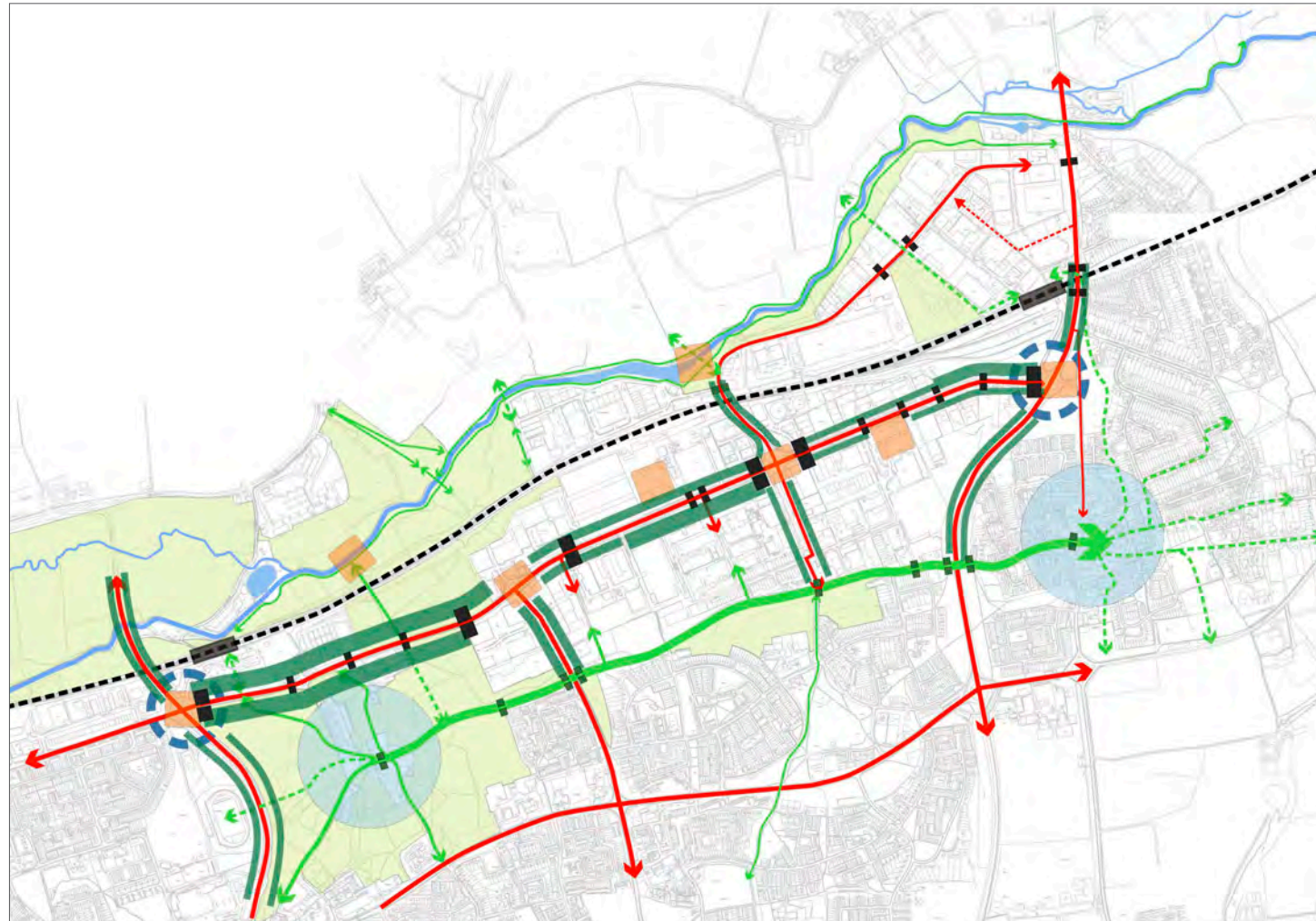
### NORTHERN CORRIDOR: EXISTING AND POTENTIAL MOVEMENT SYSTEM



- LEGEND**
- Existing Road
  - Potential New Road Link
  - Existing Pedestrian Friendly Link
  - Potential Pedestrian Connection
  - Existing Railway
  - Existing Train Station
  - Existing Bus Route
  - Proposed Central Public Transport Link



### NORTHERN CORRIDOR: POTENTIAL PUBLIC SPACES, KEY PLACES AND LINKS



**LEGEND**

- Existing Road
- Potential New Road Link
- Existing Pedestrian Friendly Link
- Potential Pedestrian Connection
- Key Urban Node
- Urban Gateway
- Green Gateway
- Potential Spaces
- Potential Green Avenue Structure
- Existing Landscape Structure
- Village Node (Netteswell / Old Harlow)

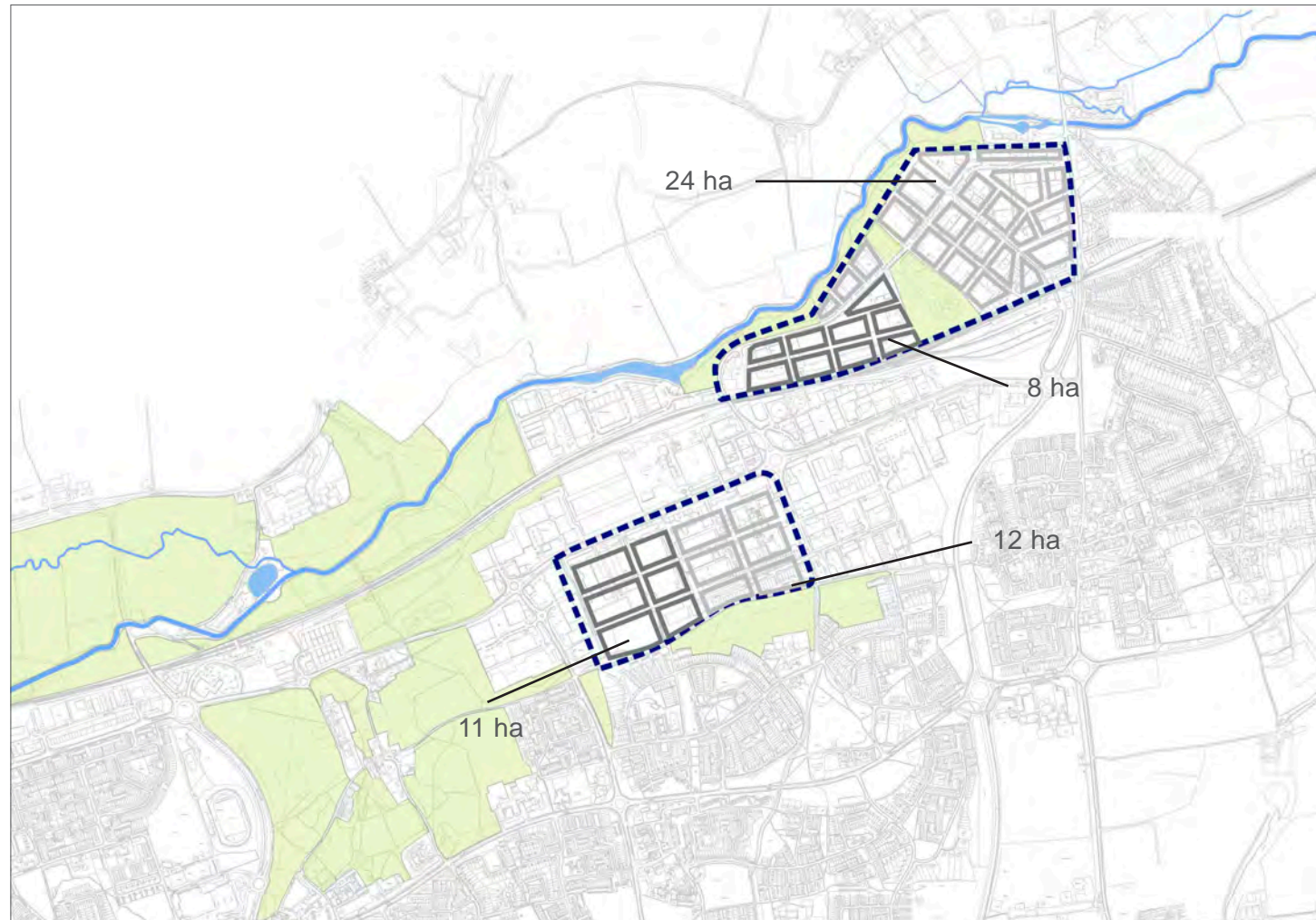
### NORTHERN CORRIDOR: POTENTIAL DEVELOPMENT AREAS





**LEGEND**

-  Potential Development Area - Type 1  
(Land currently unoccupied)
-  Potential Development Area - Type 2  
(Land currently occupied)
-  Housing Development Area
-  River Stort Floodplain

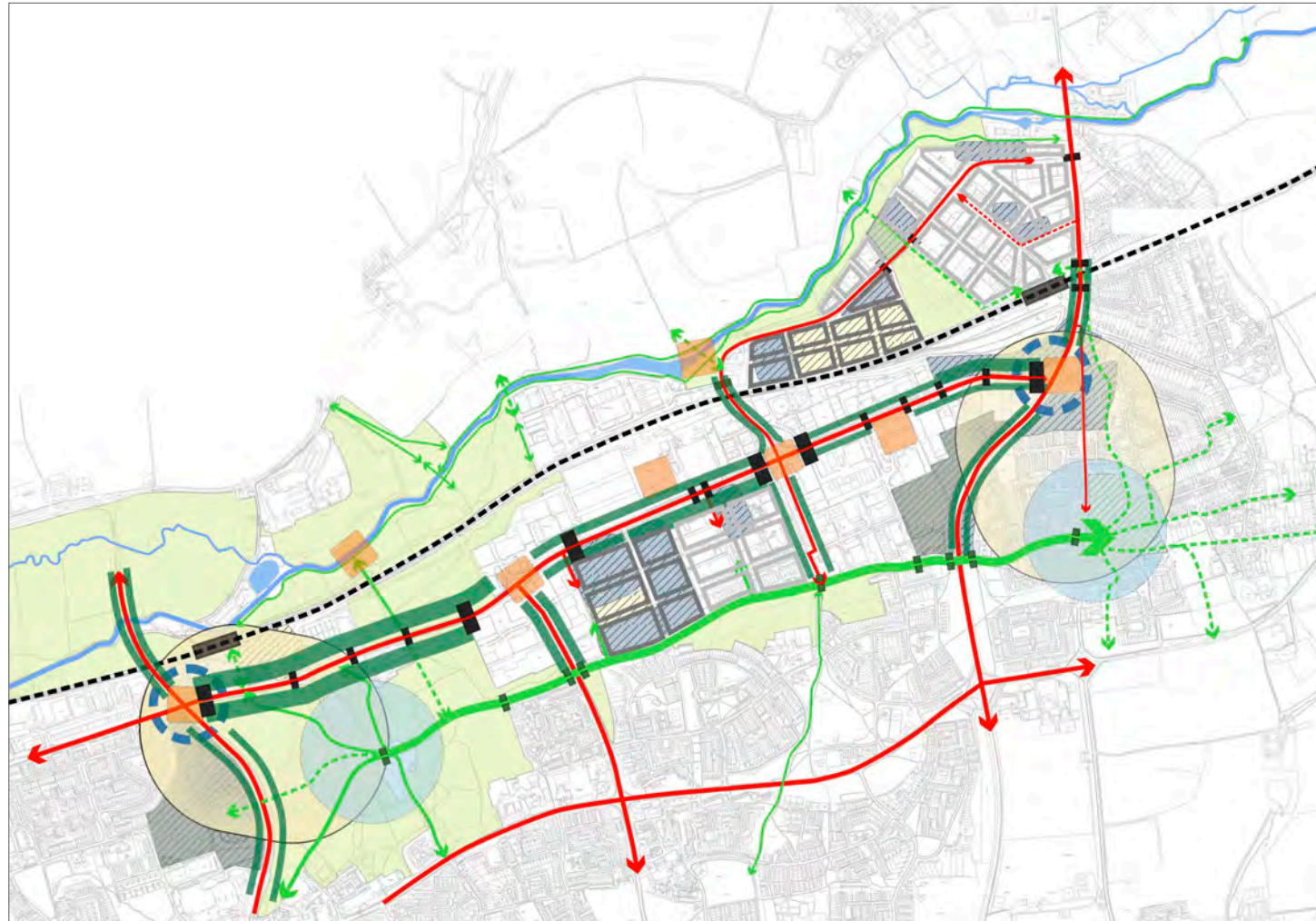
### NORTHERN CORRIDOR: DEVELOPMENT BLOCK CONCEPT



**LEGEND**

-  Edinburgh Way Improvement Area
-  Development Framework (Phase One)
-  Development Framework (Phase Two)

### NORTHERN CORRIDOR: OVERALL INVESTMENT FRAMEWORK



#### LEGEND

- Existing Road
- Potential New Road Link
- Existing Pedestrian Friendly Link
- Potential Pedestrian Connection
- Existing Railway
- Existing Train Station
- Existing Bus Route
- Proposed Central Public Transport Link
- Key Urban Node
- Urban Gateway
- Green Gateway
- Potential Spaces
- Potential Development Area - Type 1 (Land currently unoccupied)
- Potential Development Area - Type 2 (Land currently occupied)
- Housing Development Area
- Edinburgh Way Improvement Area
- Potential Green Avenue Structure
- Existing Landscape Structure
- Village Node (Netteswell / Old Harlow)
- Northern & Central Gateway Areas
- River Stort Floodplain
- Development Framework (Phase One)
- Development Framework (Phase Two)

## 6.4 LOCAL ACTION AREA PROJECTS IN THE NORTHERN CORRIDOR

The proposed Investment Framework for the entire Northern Corridor addresses movement; spaces, places, links and developments. The following recommendations are made for specific locations within the Northern Corridor. These Local Action Area Projects represent targeted priorities for moving forward and realising the full potential of the Northern Corridor.

### 6.4.1 EDINBURGH WAY LOCAL ACTION AREA PROJECT

Edinburgh Way Needs:

- Re-confirm preference for commercial or industrial uses rather than retail
- Prevent further loss of employment land to retail warehousing
- Break-up large vacant plots and facilitate redevelopment
- Re-introduce high-value employment activity at higher-densities
- Reconfiguration of existing layout and movement patterns
- Integrate with the town centre and other key nodes.

#### EDINBURGH WAY DEVELOPMENT CONCEPT



#### EDINBURGH WAY OPPORTUNITIES

The character of the Edinburgh Way employment area has changed significantly in recent years. Its original function was to provide traditional manufacturing employment activities reflecting the economy of the time. The traditional manufacturing economy is however, now in long-term decline in the UK and many of these original activities have been replaced by retail warehousing which benefit from the large plot sizes required by these early manufacturers. This trend has had a significant impact on the long-term supply of employment sites in Harlow and is one that should be checked as a matter of priority.

#### COMPETITIVE ADVANTAGES

Harlow benefits from a number of significant competitive advantages as a business location that can be levered to secure the future of Edinburgh Way as an employment centre.

- Harlow is located close to London but outside the M25. It benefits from proximity to the capital's economy and the national road network without the negative effects of congestion and higher-property prices. Harlow has the potential to attract a wide range of footloose regional and national office, industrial and logistics businesses
- Harlow is located on the M11 corridor. This corridor encompasses Cambridge and Stansted Airport. Cambridge is widely acknowledged as a leading national cluster specialising in high-tech and bio-tech activities and Stansted is the newest British hub-airport. It has plans to expand. The larger concept of the London-Stansted-Cambridge-Peterborough Corridor are high priority target areas for the regional growth agenda. Harlow should be able to attract a proportion of business investments that are drawn to this corridor

- A number of major international businesses focused on hi-tech R&D and pharmaceuticals such as GlaxoSmithKline and Nortel Networks have made significant recent investments in facilities in the town.

The accessibility of Edinburgh Way from both the north and south of Harlow by road, on foot from residential areas and from both train stations is very good. The scale of available employment sites also provides significant scope for re-organisation and redevelopment. Where land becomes available there is an opportunity to facilitate redevelopment for high-quality small to medium-sized office units of a similar quality to those found at the Pinnacles Industrial Estate on Harlow's western edge.

The comparative location advantages of Harlow and Edinburgh Way itself, combined with a wider programme of regeneration will successfully transform the area into a location for modern high-value employment.

### FUTURE CHARACTER OF EDINBURGH WAY

It is critical that further change of use of employment sites to retail warehousing uses is prevented. This will be key to re-establishing the identity of the area as a modern employment location rather than a big-box retail corridor which has more in common with out-of-town retail parks.

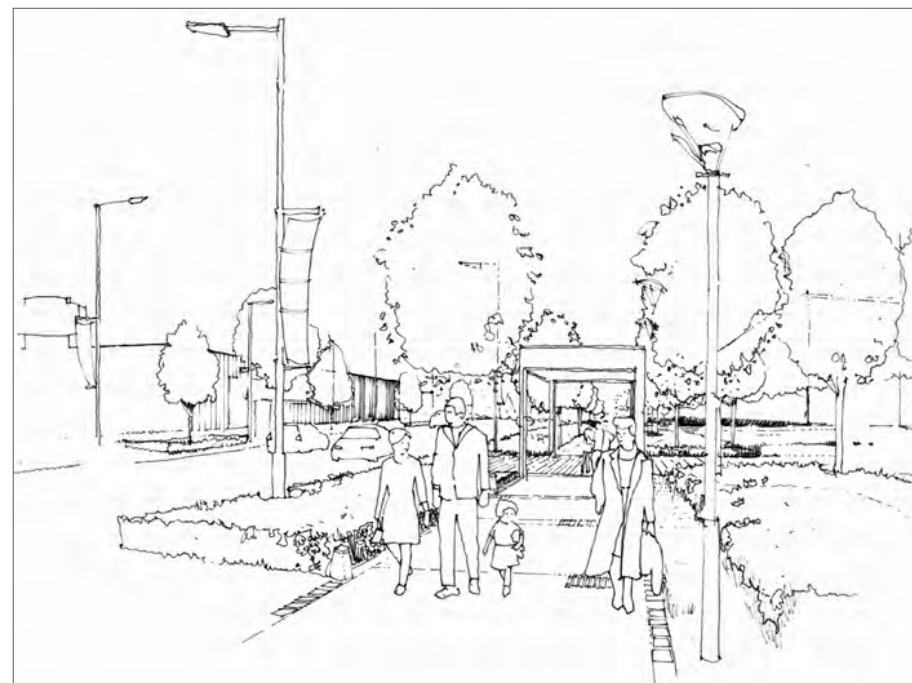
In order to attract and sustain high-value occupiers, improving the environmental quality and the quality of the built stock at Edinburgh Way will be key. It is recommended that where appropriate, the Council facilitates the redevelopment of existing, large, single parcels of land for groups of small to medium (1,000 to 5,000 sq.ft) offices with Land Use Classes restricted to B1 (a) offices other than A2 and B1 (b) research and development.

Buildings addressing Edinburgh Way can be designed to be flexible internally and accommodate businesses of different sizes at different points in their lifetime. High quality design and materials should be promoted in both buildings and external environment to enhance the outward appearance of the area. This will provide a strong message regarding the re-branding of the corridor.

Buildings at the Station District around Harlow Town Station can be designed to reflect the high standards established by the Pearson Publishing building. There is also opportunity at this location to consider assembling surface car parks into a single site and securing redevelopment for commercial office use. Existing parking can be reconfigured and stacked to create a more efficient use of land.

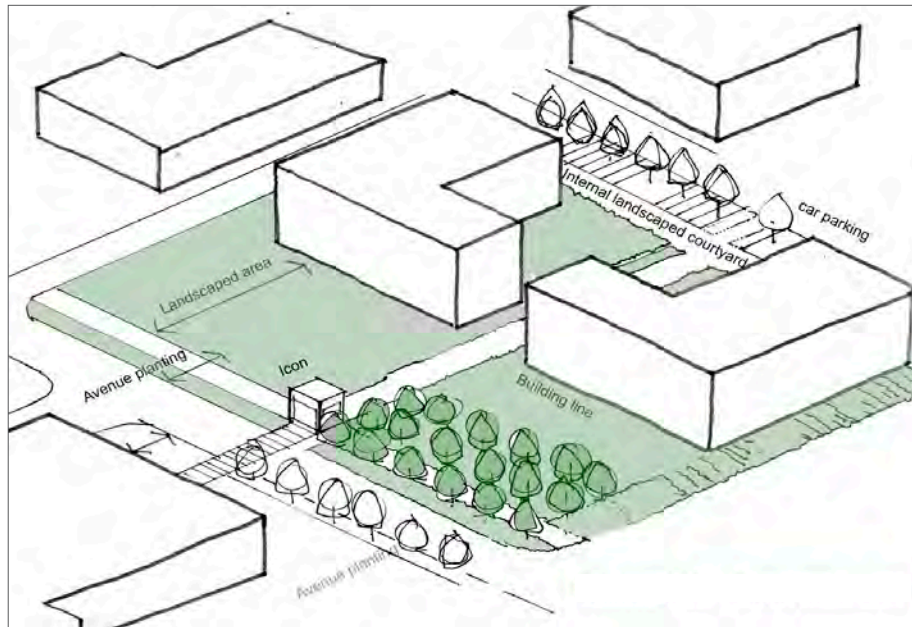
The renovation of Harlow Town Station will also play a key role in raising the potential of adjacent properties and creating a stronger gateway into Harlow for commuters and business visitors.

### EDINBURGH WAY: FUTURE



A stronger pedestrian environment

EDINBURGH WAY: FUTURE



A constant build-to line and enhanced public realm

6.4.2 RIVER WAY LOCAL ACTION AREA PROJECT

River Way Needs:

- Replacement of building stock
- Strengthened infrastructure
- Employment densification
- Re-configuration of sites

- Assembly of vacant and under-utilised property
- Adjust and strengthen the roadway and land parcel framework to create a more attractive manufacturing, distribution and small businesses environment
- Add road connection from River Way to Cambridge Road
- Renovate Harlow Mill station and approaches
- Strengthen bus connections to Harlow Town station
- Comprehensive management and maintenance.



## RIVER WAY OPPORTUNITIES

The River Way employment area suffers from a number of significant problems related to the quality of its built stock, infrastructure, layout and overall management. Many of these issues are a result of ad hoc development and redevelopment over time and a fractured pattern of land ownership. Improvements to the quality of premises, infrastructure and activities will be an important part of the economic regeneration of the Northern Corridor.

River Way represents a significant opportunity for enhancements and redevelopment by virtue of its strategic position within the town and the high environmental quality of surrounding areas. Building on this, the redevelopment of the estate represents an opportunity to deliver an Eco-Industrial Park. This innovative concept would re-position the image and provide powerful branding for the area with likely positive implications in terms of attracting future owners and occupiers. The successful delivery of this concept would also re-position Harlow at the forefront of environmental planning and design reflecting the philosophy behind the development of the original New Town.

The conversion to an Eco-Industrial Park will take time, careful planning and support from the Council and regional authorities. It could be implemented by integrating the concept into local plans and delivery strategies and through appropriate incentives and marketing. Key elements of the Eco-Industrial Park concept that are relevant to River Way include:

### 1. Integration with natural systems

- Minimise the impact of the employment area on the environment by designing it into the landscape. This extends the legacy of one of the key principles behind Gibberd's original masterplan for Harlow.

### 2. Energy Systems

- Promote efficient use of energy by tenants and owners
- Promote the use of renewable energy sources. Harlow's significant areas of open green space could be utilised to grow bio-fuels for use at River Way or sold back to the national grid in return for discounts on their energy supply.

### 3. Material flows and site waste management

- Cleaner production of energy. Investigating the potential to develop a wind turbine or utilise hydro-power associated with the River Stort

- Promote recycling and waste treatment through measures such as reed-bed filtration systems incorporated into the wider landscape.

### 4. Water

- Design water flows to conserve resources and reduce pollution possibly through the natural filtration systems of the River Stort and its flood plain.

### 5. Management

- Incentivise renewable building technologies through development agreements and planning policy. Management initiatives could be implemented through the development of an Industrial Estate Business Improvement District (BID).

### 6. Construction

- Promote the use of sustainable systems in building and infrastructure technology.

### 7. Integration with the community

- Promote the integration of businesses with local schools and Harlow College through work placements and other skill sharing initiatives
- Work alongside Harlow's existing green space stakeholders and community groups.

## FUTURE CHARACTER OF RIVER WAY

River Way should maintain its broad function as an area for light industrial activities (B1 (c)) underpinned with the concept of the Eco Industrial Park. The size and location of the estate is not well suited to either heavy industry or large-scale storage and distribution use. At present, the single point of access limits the success of the estate. A second point of access from Cambridge Road (A1184) is required as a matter of priority.

Redevelopment should focus on re-organising the estate on a more practical and coherent structure around a central spine road that can be accessed from both Cambridge Road (east) and Edinburgh Way (west). The structure and layout of the estate should be re-organised to create a new, more marketable system of development blocks that can accommodate premises suited to light industrial units. This can be achieved over time, with reconfiguration of currently vacant land and buildings first and extension of the new framework in successive phases.



The units developed should be flexible to accommodate different owner or occupier requirements and be able to be re-configured into units ranging from around 100 to 500 sq.m units as demand dictates.

River Way is a potential location for the current users of local employment centres created by the original Gibberd Plan at locations such as Staple Tye and Bush Fair. Over-time, these have drifted to accommodate uses that are incompatible with their residential surroundings and exert significant negative externalities. As part of the wider regeneration of parts of Harlow mechanisms should be developed to encourage less appropriate operations to move to these new units at River Way.



### 6.4.3 OLD HARLOW LOCAL ACTION AREA PROJECT

The Old Harlow Neighbourhood Centre is a descendent of the village high street of the original Harlow Settlement. Today it suffers from a number of housing, socio-economic and physical problems. This Local Action Area Project proposes a number of interventions that are aimed at addressing these issues.

Key elements of the Local Action Area Project include:

- Relocation of a range of temporary and sheltered housing into renovated and new facilities
- Creating additional new housing in the short term
- Potential for a substantial increase in housing in the long term
- A strengthened retail offer and public realm.

Old Harlow occupies a strategic location between the new residential communities emerging on Harlow's eastern edge and the Northern Corridor. It is also within walking distance of Harlow Mill Train station. Given its land-use mix and historic character, it has the potential to become a focus for retail and leisure activities for new and exiting communities. However, it will be important to undertake the necessary physical renewal and re-configuration of Old Harlow to ensure that it can successfully play this role.

The regeneration of Old Harlow can be divided between two distinct phases. The first, core phase includes the strategic relocation of a number of public and private interests and the acquisition of a number of key land parcels. This first core phase serves to create a framework within which the longer term regeneration of Old Harlow can take place. The second phase will be delivered in the medium term and includes a number of key infrastructure developments.

This Local Action Area Project was submitted for OPDM GAF II Funding in 2006.

#### PROJECT OBJECTIVES

- Provide new private market, affordable, sheltered, high dependency and temporary housing
- Reorganise roadways and land parcels to create a stronger development framework for the Old Harlow Neighbourhood Centre as a whole



- Urban intensification by increasing overall density of development in Old Harlow Neighbourhood Centre
- Strengthen the retail offer through the provision of new, high quality space
- Provision of new high quality community and health facilities
- Create a stronger public realm on all streets and improve pedestrian safety
- Strengthen Old Harlow as a place to live, shop and visit and create a place that can become a neighbourhood centre for the eastern expansion of Harlow.

### CORE SCHEME

- Facilitating the relocation of existing temporary Council accommodation to new facilities in Harlow, further land assembly and redevelopment of the vacated site for private market, affordable and specialist residential uses
- Re-provision of a new Community Centre at Victoria Hall
- Relocation of existing sheltered accommodation at Rosemary Close and redevelopment for new car parking, retail and residential uses
- Improvements to existing road layout and consolidation of neighbourhood centre parking

- Re-provision of a new; state-of-the art health centre and redevelopment of the vacated site for residential uses.

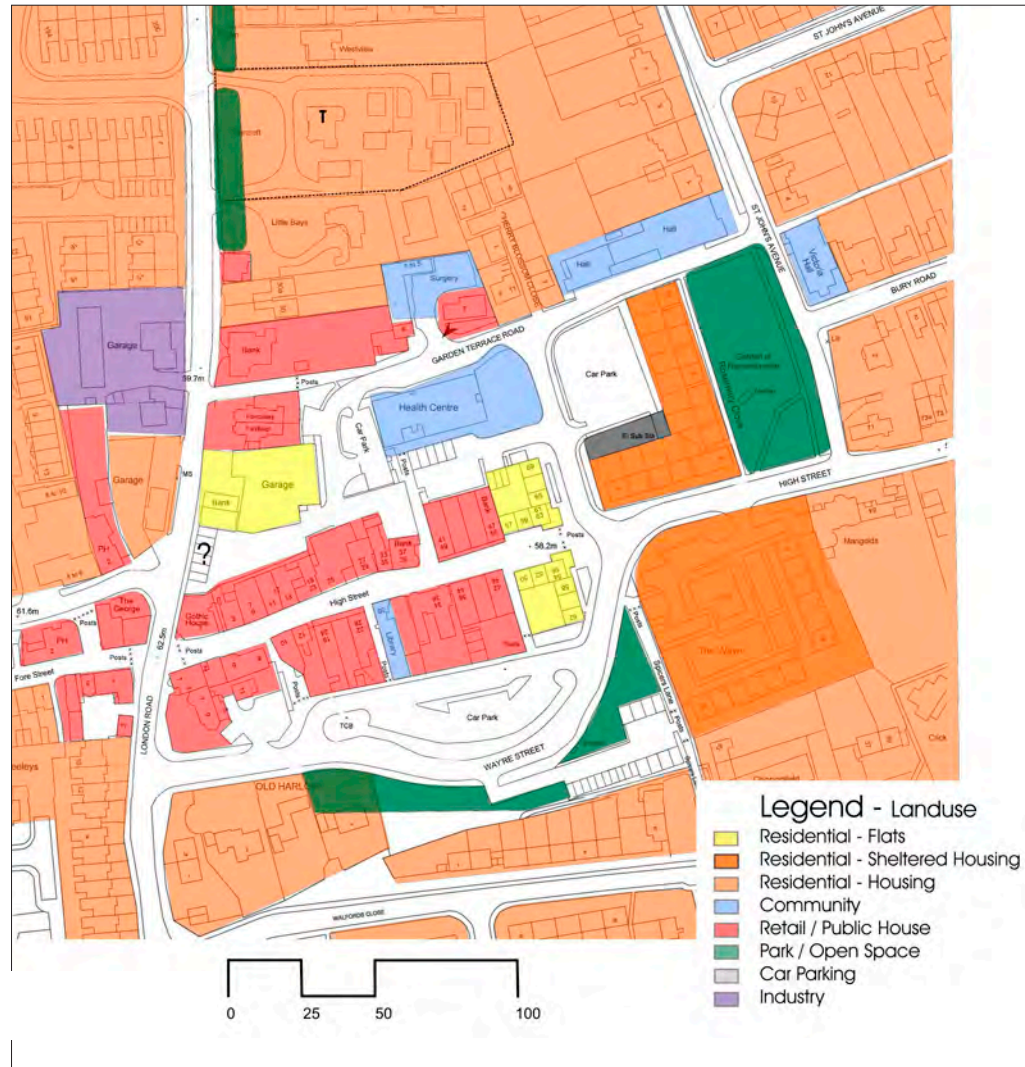
### SECONDARY SCHEME

- Installation of two new roads and the better sub-division / organisation of existing urban blocks
- Infill development of land between realigned Wayre Street and High Street south
- Redevelopment and opening-up of “The Wayre”.

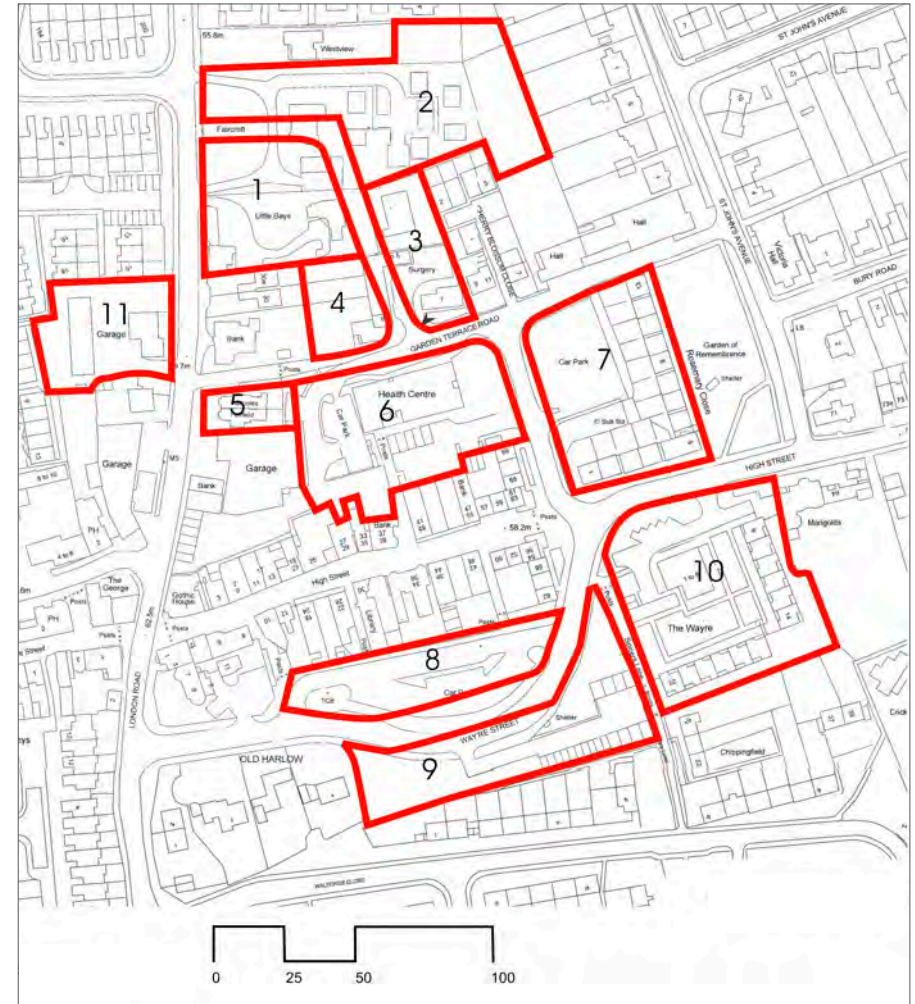
The Old Harlow scheme could provide 23 new housing units, 105 flats and 45 special need units in addition to a new retail, health and community centres.

Old Harlow: Short-term actions 0-7 years
Relocation of Council uses at Faircroft and Little Bays to improved facilities off-site
Reprovision of a new community centre at Victoria Hall
Relocation of chip-shop and launderette to Old Harlow High Street
Acquisition of key land parcels and land assembly
Redevelopment of land to the north of Garden Terrace Road for housing and flexible uses
Realignment of Wayre Street and provision of new health centre
Relocation of existing health centre to new facility to the south of Wayre Street
Redevelopment of vacated site for residential uses
Relocation of sheltered residents from Rosemary Close to new development to the north of Garden Terrace Road
Redevelopment of vacated site for residential units and town centre car-parking
Old Harlow: Medium-term actions 7+ years
Facilitate infill development between High Street and the realigned Wayre Street
Redevelopment and opening up of the Wayre to focus eastern end of high street
Regeneration of Old Harlow to the west of London Road

OLD HARLOW: CURRENT LAND USE



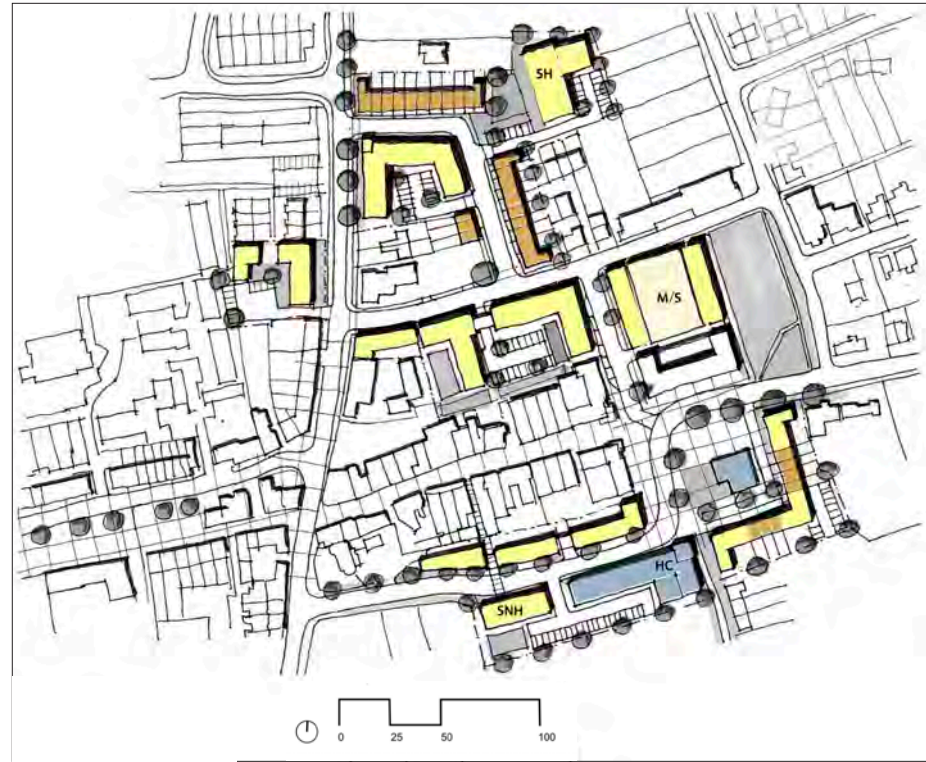
DEVELOPMENT SITES



ILLUSTRATIVE CONCEPT: GROUND LEVEL



ILLUSTRATIVE CONCEPT: UPPER LEVEL



Legend - Building Landuse

- SH - Sheltered Housing
- M/S - Multi storey Car park
- CC - Community Centre
- Pub - Public House
- HC - Health Centre
- SNH - Special Needs Housing

Building Landuse

- Residential - Flats
- Residential - Housing
- Community
- Retail / Public House
- Flexible Use at Ground Level
- Car Parking
- Park / Open Space

## 6.5. THE SOUTHERN CORRIDOR

The Southern Corridor is made up of the following components:

- Southern Way – a highly trafficked corridor that is the primary access point for a large proportion of Harlow residents and employees and visitors to the Pinnacles Industrial Estate, coming from Junction 7 of the M11 to the east
- A series of estates, neighbourhoods and local centres including:
- Staple Tye – a Neighbourhood Centre incorporating shops, health and community facilities, housing and employment estate and open space and recreation facilities
- The Bishopsfield housing estate – a unique architectural concept with flats and bungalows
- The Briars, Copshall Close and Aylets Field – a low rise residential estate with deteriorating housing stock and poor quality open space and public realm
- Latton Bush – a local business incubator
- Bush Fair – a Neighbourhood Centre with shopping, housing and community facilities
- Clifton Hatch – a typical Neighbourhood Hatch
- Southern Gateway – the entrance / exit point to Harlow (Junction 7 of the M11)
- Prentice Place – a smaller Neighbourhood Centre with shops, flats and community and health centres.

The Southern Corridor is also potentially strategically linked to key local projects







- At its eastern edge the Southern Corridor is linked to a crescent of new residential developments that include Church Langley, Newhall Farm and land off Gilden Way currently held as a Special Restraint Area.

The Southern Corridor is highlighted as an Investment District within the Area Investment and Renewal Framework because of its economic importance to Harlow as a whole, its high visibility and its strategic relationship to proposals for Harlow North and other

developments at the eastern edge of Harlow. The following provides a specific rationale for the focus on the Southern Corridor as an Investment and Renewal District based on its internal conditions:

### SOUTHERN CORRIDOR WITHIN FUTURE STRATEGIC CONTEXT



- |   |                                  |   |                     |
|---|----------------------------------|---|---------------------|
|  | Future and Potential Growth Area |  | Road Connection     |
|  | Potential Connector              |  | Rail Station        |
|  | M11                              |  | Investment Corridor |

## SOUTHERN CORRIDOR: SUB AREAS



## SOCIO-ECONOMICS AND PROPERTY

The Southern Corridor includes a number of areas that suffer from some of the most severe levels of deprivation in Harlow. Deprivation is typically multi-faceted and will include issues related to low income, low skills levels, health problems and poor housing condition, all of which are linked.

A number of the residential estates included within the Southern Corridor suffer from problems related to their design and construction such as structural and materials failure.

Harlow's Neighbourhoods were developed on an estate by estate rather than an organic basis, and often to a limited set of designs. This means that where physical problems have emerged, they can affect entire neighbourhoods rather than just individual properties.

One of the principles of Gibberd's original master plan for Harlow was to develop neighbourhoods in which people could live, work and use a full range of local amenities.

Some local centres are no longer performing as well as anticipated. There are Hatches which are physically deteriorated and provide opportunities for improving local services and meeting growing housing needs. Neighbourhood centres also offer opportunities for increasing housing provision and upgrading obsolete health and community facilities. The neighbourhood centres also contain small employment areas that originally contained light industrial uses. Over time, the industrial economy has been in a steady trend of contraction and many of the original occupiers have either ceased to trade or left the area. Due to the economics of re-using smaller industrial properties, many of the local industrial estates are now under-used or used for low-value, low-quality activities incompatible with the surrounding residential areas.

The Southern Corridor also contains green open space that parallels Southern Way itself. In some cases this is well landscaped and attractive. In other cases it does not serve an aesthetic or functional role, and may even present problems related to personal safety and maintenance.

The Southern Corridor presents a number of needs and opportunities to be addressed in terms of housing, local centres, industrial activities and remnant master plan land.

### VISIBILITY AND USE

Southern Way stretches from Water Lane in the Katherines Neighbourhood in the west to Prentice Place in the Potter Street Neighbourhood in the east. For most of its length it has the urban design and visual qualities of a by-pass. Southern Way is dominated by its traffic function. It has wide verges. There are stretches with few facilities for pedestrians and the landscape is weak. Development turns away from the street, resulting in a series of insular neighbourhoods.

Southern Way forms part of the first major interchange into Harlow from Junction 7 of the M11. It sets the scene for the town. Southern Way presents the opportunity to establish both an identity for the town and an identity for this important corridor.

The Southern Corridor is perhaps the most significant “gateway” into the town for visitors assuming the majority of visitors travel to the town by car. This would include business-related visitors, tourists and shoppers. At present, there is very little to signify an arrival in Harlow, rather just a gradual transition into suburban residential estates flanked by green open space.

The Southern Corridor is also a major route through Harlow. It is a major access route for a large proportion of the residential traffic and a principal access route to the Pinnacles employment area. The quality of the journey or experience of travelling along the corridor is indistinct and could be significantly improved to add to the experience, image and perception of Harlow.

### FUTURE ROLE

There are also proposals to expand Harlow eastwards between the existing edge of the urban area and the M11, which would deliver a significant amount of new housing. It will be critical to ensure that the rest of Harlow, including the Southern Corridor is properly integrated with these areas of expansion and has the opportunity to benefit from their effect.

The Southern Corridor can become a stronger mixed-use corridor organised around Southern Way. It can be a high quality gateway into Harlow and connector to the Town Centre and the Pinnacles employment area. It can also be a strong collection of neighbourhoods and local centres where people will want to live in the next generation of Harlow’s housing.

## 6.6 PRINCIPLES TO GUIDE THE SOUTHERN CORRIDOR

- Create a sense of identity for this part of Harlow and distinct local identities along the route
- Change the nature of the route from a major road with development turned away to an avenue of activities. Introduce ‘pulsing’ and ‘hot spots’
- Add development that faces, addresses and engages Southern Way
- Make more effective use of under utilised highway space on Southern Way for housing, retail or civic uses
- Celebrate key areas – Staple Tye and Bush Fair where Southern Way could become a High Street and green areas such as Tye Green
- Establish gateways and associated high quality development, such as an M11 Gateway with new high quality, high visibility employment area
- Link regeneration initiatives
- Strengthen the quality of pedestrian connections, and bring to street level.

## 6.7 FRAMEWORK RECOMMENDATIONS FOR THE SOUTHERN CORRIDOR

### A SENSE OF IDENTITY

A new overarching identity for all Southern Way is required. At the same time, a series of local identities can also be created through new development and new activities, local improvement activities and a stronger landscape approach and pedestrian friendly environments.

#### SOUTHERN WAY: PRESENT



#### SOUTHERN WAY: POTENTIAL CHARACTER



The Strategy proposes:

- New residential and mixed-use development addressing and facing Southern Way at key locations
- Celebrate Prentice Place, Bush Fair and Staple Tye as key opportunities to create stronger local identities along Southern Way
- Add Civic, retail and commercial development along the route
- New landscape, lighting, footpaths, cycleways, street furniture along the length of Southern Way to radically transform the image of the corridor, create a continuous identity and stronger links between its neighbourhoods and centres
- Creating a tree lined avenue – with trees in single, double or triple rows according to availability

- Improvement zones to work with existing businesses and stakeholders to improve and enhance the existing public spaces along the route and channel and manage investment and regeneration.

### AN URBAN AVENUE

Southern Way can become an urban avenue, with active development uses, pedestrian footpaths and cycleways. Local character and identity would be created through the use of:

- Urban characteristics where new development can be achieved
- Suburban landscape qualities at points where development is not possible
- Strong connections to the Green Wedges that intersect with Southern Way
- Reconfiguration of roundabouts at junctions releasing land for development to address Southern Way.

### CELEBRATING PLACES

- Create an urban focus at Staple Tye and Bush Fair
- Create a green focus at Tye Green village.

### CREATING GATEWAYS

The creation of gateways, whether 'green gateways' or development oriented would be part of the process of changing the perception of the area. Three key areas are identified:



- At the junction of Southern Way and the A414 – the Southern Gateway to the town
- At the junction of Southern Way and Katherine's Way – the southern gateway to the Pinnacles employment area
- A green gateway between Stewards and Latton Bush, between Partridge Road and Tye Green Village – a gateway to the Green Wedge network and possible future location of the Central Public Transport Connection
- Minor 'gateways' along Southern Way to signal particular interest and 'events'.



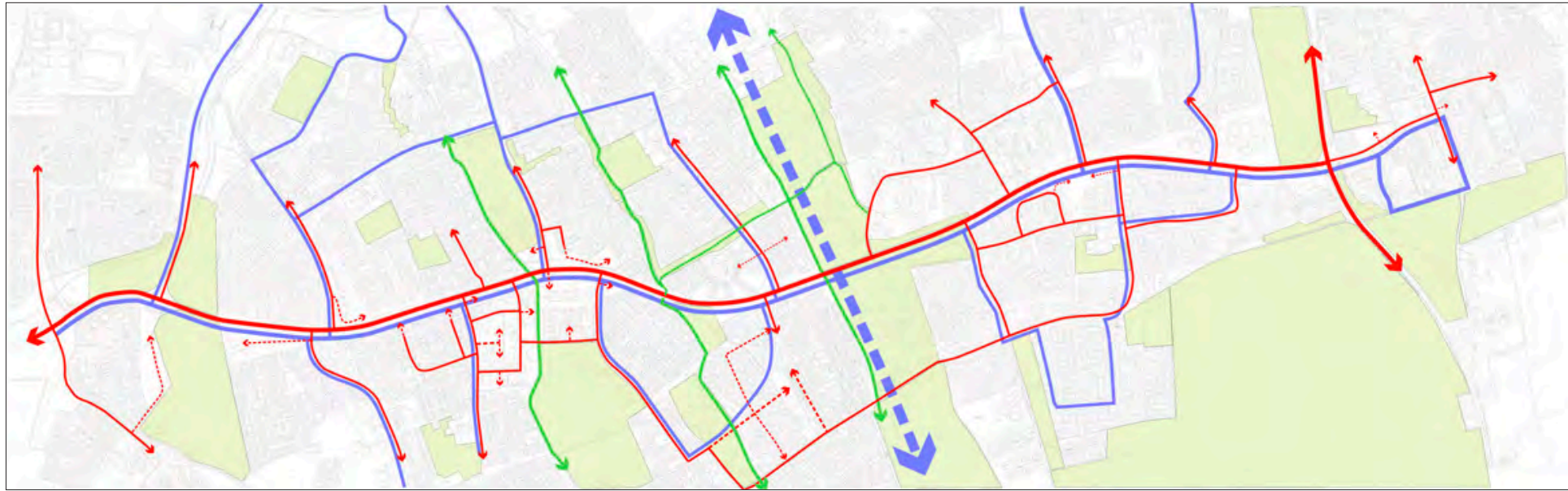
SOUTHERN CORRIDOR: POTENTIAL REGENERATION DEVELOPMENT AND RENEWAL AREAS








**LEGEND**

-  Potential Development Area - Type 1  
(Land currently unoccupied)
-  Potential Development Area - Type 2  
(Land currently occupied)

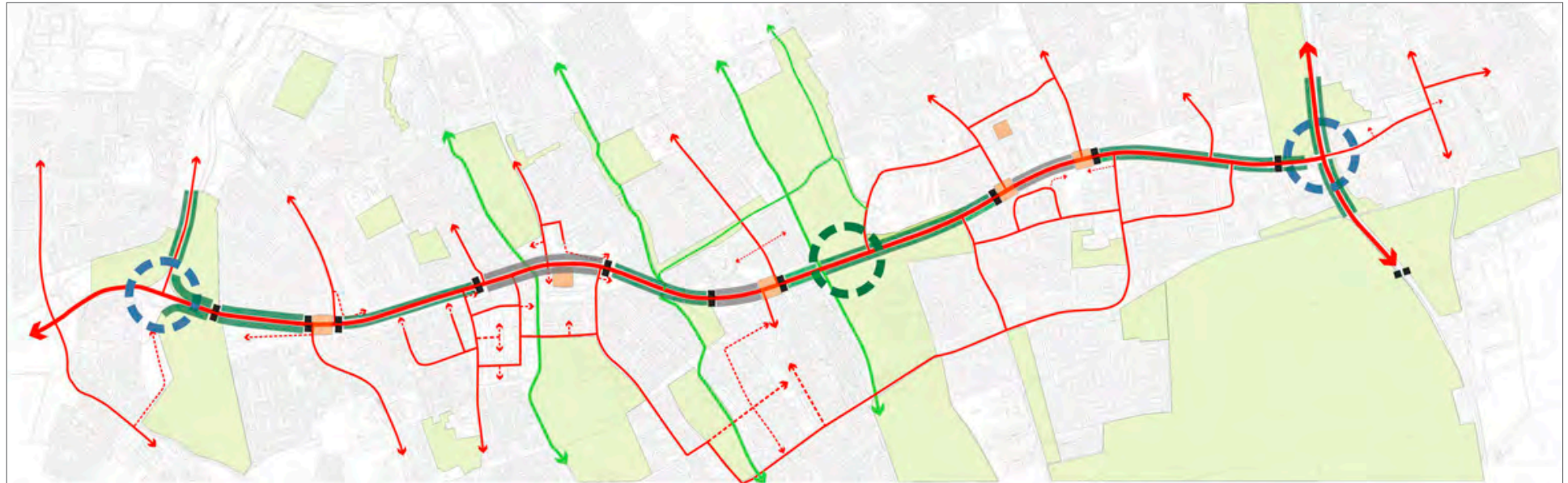
### SOUTHERN CORRIDOR: EXISTING AND POTENTIAL MOVEMENT



#### LEGEND

- |   |   |  |
|---|---|--|
|  Existing Road           |  Existing Pedestrian Friendly Link |  Proposed Central Public Transport Link |
|  Potential New Road Link |  Existing Bus Route                |  |

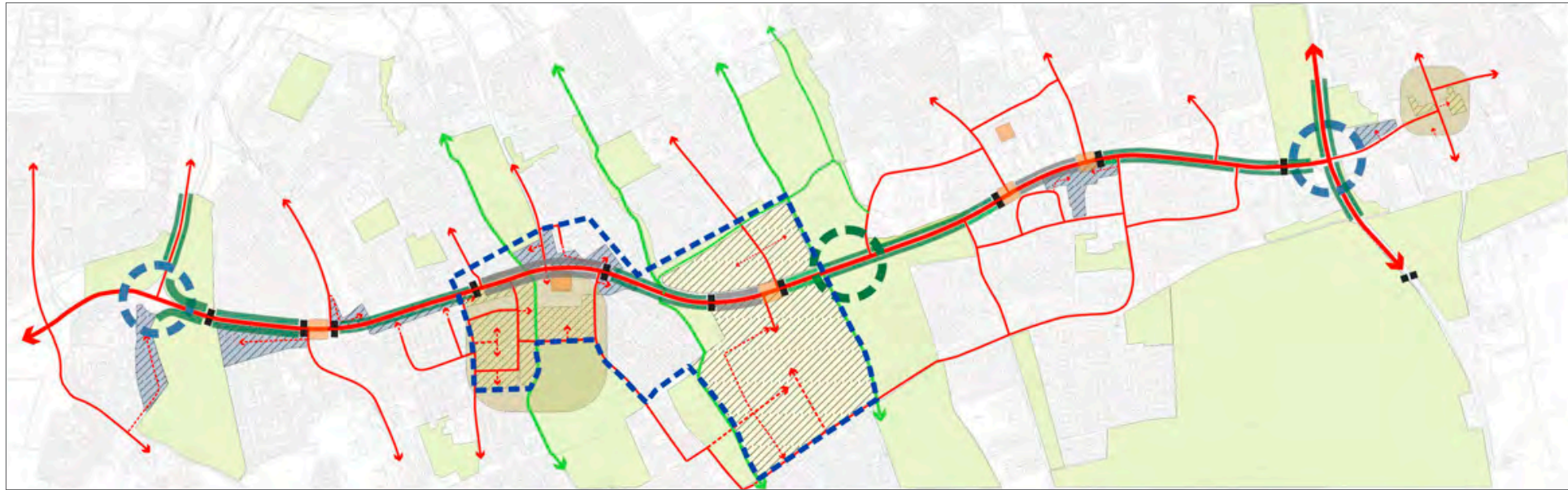
### SOUTHERN CORRIDOR: POTENTIAL PUBLIC SPACES, KEY PLACES AND LINKS



**LEGEND**

 Existing Road	 Existing Pedestrian Friendly Link	 Urban Gateway	 Potential Green Avenue Structure	 Existing Landscape Structure
 Potential New Road Link	 Key Green / Urban Node	 Potential Spaces	 Potential Urban Avenue Structure	

### SOUTHERN CORRIDOR: OVERALL INVESTMENT FRAMEWORK



#### LEGEND

- |                                   |  |   |   |                                  |
|-----------------------------------|--|---|---|----------------------------------|
| Existing Road                     | Existing Bus Route                     | Urban Gateway   | Potential Development Area - Type 2 (Land currently occupied) | Potential Green Avenue Structure |
| Potential New Road Link           | Proposed Central Public Transport Link | Potential Spaces  | Southern Way Improvement Area                                 | Potential Urban Avenue Structure |
| Existing Pedestrian Friendly Link | Key Green / Urban Node                 | Potential Development Area - Type 1 (Land currently unoccupied) | ODPM GAF Round 2  | Existing Landscape Structure     |

## 6.8 LOCAL ACTION AREA PROJECTS IN THE SOUTHERN CORRIDOR

The proposed Investment Framework for the entire Southern Corridor addresses movement; spaces, places and links; and development. The following recommendations are made for specific locations within the Southern Corridor. These Local Action Area Projects represent targeted priorities for moving forward and realising the full potential of the Southern Corridor.

A set of Priority Projects are proposed. Beyond geography, they are linked by, and provide, a set of common goals for the Southern Corridor as a whole:

- Make more effective use of under utilised open space on Southern Way for housing, retail or civic uses
- Add development that faces, addressed and engages Southern Way
- Strengthen business centres
- Strengthen the quality of pedestrian connections
- Bring more pedestrian connections to the street level
- Activate green wedges
- Change perceptions of Harlow.

### 6.8.1 STAPLE TYE LOCAL ACTION AREA PROJECT



The wider Staple Tye area contains a cluster of the most deprived Super Output Areas in Harlow and is one of the most deprived wards in the East of England. In addition to this, the physical stock condition and layout of the core Staple Tye area is poor. There are a number of strategic property-led moves that if delivered, could contribute to the physical and socio-economic regeneration of the area and provide new community facilities and additional housing units. The latter will help meet the needs of the existing local residents and future residents anticipated for Harlow under the regional growth agenda.

The regeneration of Staple Tye can be grouped into two phases. The first, core phase includes the relocation of a number of public facilities that would enable the provision of increased retail and flexible business space, residential development and improvements to the public realm. The first phase can be delivered in the short-term. The second phase will be delivered in the medium term and includes the gradual redevelopment and re-organisation of larger housing and employment areas.

#### PROJECT OBJECTIVES

The objectives of the regeneration of Staple Tye are:

- Provide new private market, affordable and specialist housing
- Provide up to 125 flats, 24 housing units, 36 special needs units
- Re-provide new Health Centre and Library facilities

- Re-provide sports and leisure facilities
- Urban intensification by increasing overall housing provision
- Make more effective use of under utilised open space for health and civic activities
- Create a stronger public realm and strengthen the quality of pedestrian connections
- Strengthen the local retail offer
- Reposition employment land to ensure activities are appropriate for a residential district
- Provide an exemplar of new housing and strengthening of neighbourhood centres for other Harlow Neighbourhoods.

## PROJECT DESCRIPTION

### Core Scheme

- Provision of replacement library facilities within the Staple Tye shopping complex and redevelopment of the vacated site for private market and affordable residential use
- Provision of new Health Centre facilities north of Southern Way and redevelopment of the vacated site for private market and affordable residential and retail use
- Relocation of the Council depot and the redevelopment of the vacated site for private market and sheltered residential use
- Redevelopment of vacated Morris House site and green fringe for private market and affordable housing
- Relocation and re-provision of deteriorated sports and leisure facilities from north of Southern Way to allow the provision of the New Health Centre and the creation of a public and civic facility campus.

### Secondary Scheme

- Facilitated redevelopment of large parts of the Risdens estate
- Restructuring the Perry Road employment area and redevelopment for improved employment uses, potentially including managed / start-up space and residential development.

#### Staple Tye: Short-term actions 0-7 years

Provision of new community library facility in Staple Tye shopping centre

Redevelopment of the vacated library site for new residential development

Development of new health centre to the north of Southern Way

Redevelopment of vacant health centre site for new residential and retail / flexible accommodation

Relocate existing Council Depot to a new, more appropriate location off-site

Redevelopment of the vacated Council Depot site for new sheltered accommodation

#### Staple Tye: Medium-term actions 7+ years

Relocate Morris House residents to new housing at the redeveloped Council Depot site

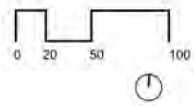
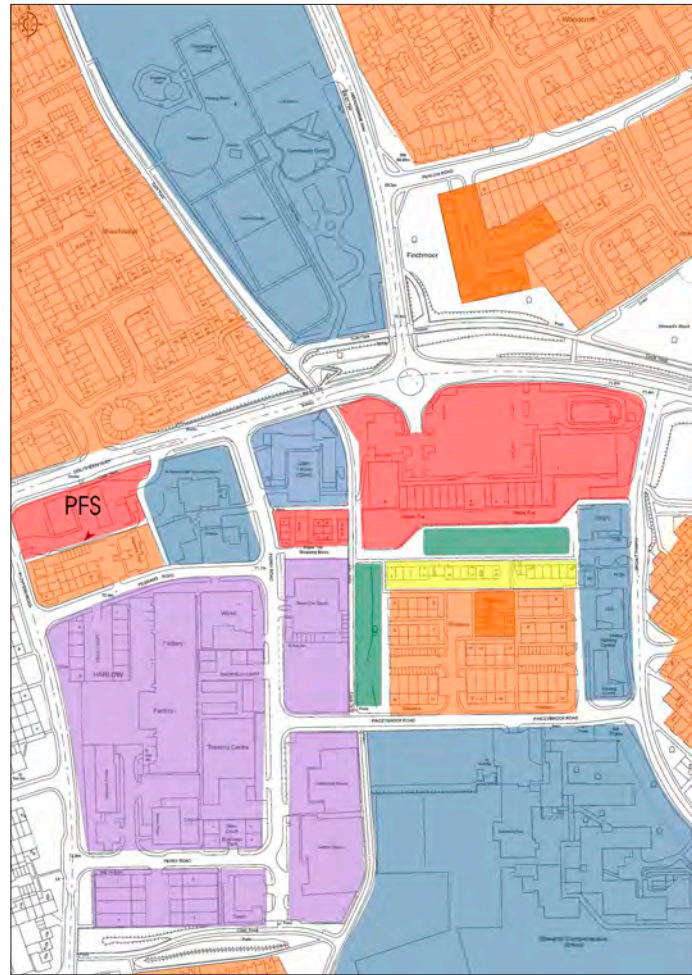
Redevelopment of Morris House and surrounding site for new residential development

Realignment of the junction at Staple Tye and the creation of a new hub

Redevelopment of parts of the Risdens housing area

Facilitation of selective redevelopment of the Perry Road area for enhanced employment uses and improved layout

### CURRENT LAND USE: STAPLE STYLE



- Residential - Flats
- Residential - Sheltered Housing
- Residential - Housing
- Community
- Retail / Public House
- Park / Open Space
- Car Parking
- Industry

### 6.8.3 CLIFTON HATCH LOCAL ACTION AREA PROJECT

Clifton Hatch is a small local retail centre for surrounding neighbourhoods that includes an unused community centre. The built stock at this “hatch” is ageing, low density and surrounded by under-used open space. Clifton Hatch is one of a series of centres in Harlow’s southern corridor running along Southern Way.

There are a number of strategic property led moves that can be undertaken that will replace ageing housing and retail stock and provide higher-quality, higher-density development. Redevelopment will also enable the physical regeneration of the Clifton Hatch area through the provision of a strengthened public realm.

#### PROJECT OBJECTIVES

The objectives of the regeneration of Clifton Hatch are:

- Provide new private and affordable housing
- Urban intensification by increasing overall housing provision in the area to provide market rate, key worker, affordable and sheltered housing
- Re-provide community centre in new facilities
- Create a stronger public realm
- Provide an exemplar of new housing provision for other Harlow Neighbourhoods.

#### PROJECT DESCRIPTION

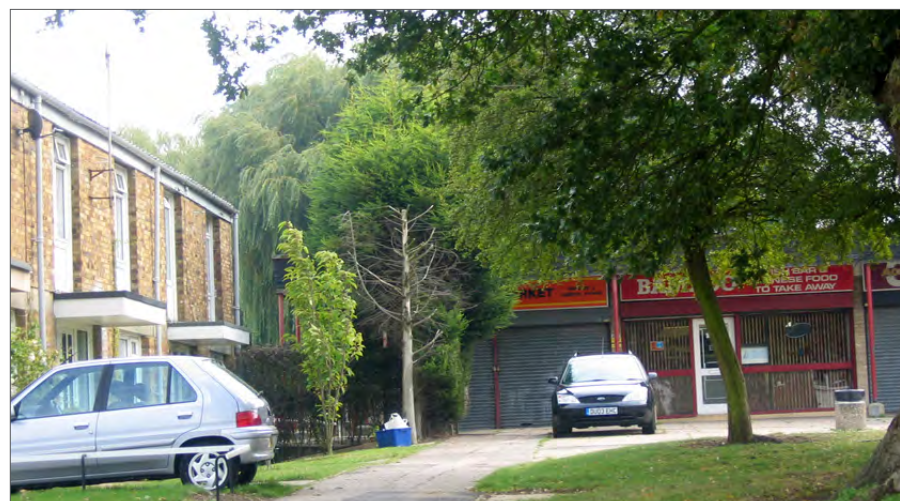
- The demolition of existing disused community centre and redevelopment for retail and new community uses
- The redevelopment of existing small retail, residential and garage sites for new, enhanced residential uses.

This will deliver 6 new jobs, 17 new private market residential units, 9 affordable residential units and 128 sq.m of new community facilities.

#### Clifton Hatch: Short-term actions 0-7 years

Redevelopment of existing neighbourhood hatch for new, enhanced residential and retail uses including the potential for a new community centre subject to revealed demand

Clifton Hatch: Medium-term actions 7+ years





### 6.8.4 PRENTICE PLACE LOCAL ACTION AREA PROJECT

Prentice Place is located at the eastern end of Southern Way. Prentice Place is an important local retail and community location for the surrounding Potter Street Neighbourhood. The built stock at this “hatch” is ageing. The health centre is obsolete and garage lands to the rear are under used.

There are a number of strategic property-led actions that can be taken at Prentice Place to replace ageing housing stock and provide additional new stock anticipated under the growth agenda. This will also contribute to the physical and socio-economic regeneration of the Prentice Place area through improved retail, community and health facilities and a strengthened public realm.

#### PROJECT OBJECTIVES

The objectives of the regeneration of Prentice Place can be summarised as follows:

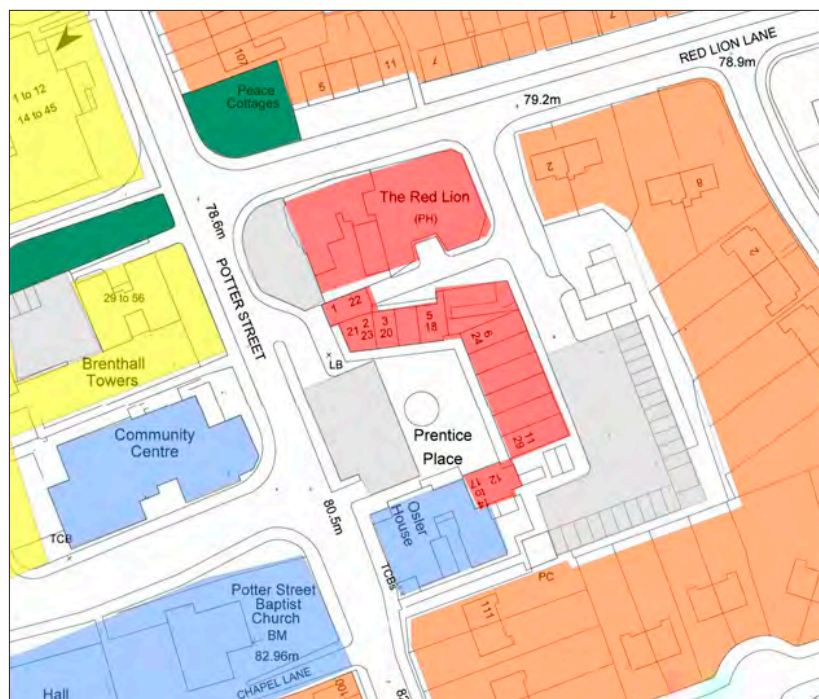
- Provide new market and affordable housing for existing and future residents
- Urban intensification and diversification by increasing overall housing provision in the area
- Provision of a new community centre in a purpose built modern facility
- Provision of a health centre in a new state-of-the-art facility
- Create a stronger public realm and safer pedestrian routes
- Provide an exemplar of new housing provision for other Harlow Neighbourhoods
- Enable the local centre to withstand and integrate with development planned to the east of Harlow.



#### PROJECT DESCRIPTION

- Development of existing under-used informal green space for residential development and temporary retail units to enable the temporary relocation of existing Prentice Place residents
- Development of a new Community and Health Centre on additional underused informal green space. This will provide needed new facilities and allow for the relocation of existing operations, and the redevelopment of the vacated sites for housing and retail / flexible business space
- The temporary relocation of residents, garages, the Health Centre and retail uses from Prentice Place into the new facilities provided, and redevelopment of Prentice Place for new, additional residential development, retail uses and flexible business / retail space
- The scheme for Prentice Place will generate 31 houses and 70 flats, with new retail space and a health and community centre.

## CURRENT LAND USE



## 6.8.5 ADDITIONAL PROJECTS IN THE SOUTHERN CORRIDOR

There are also other projects that are key to achieving the long-term transformation of the Southern Corridor that will require additional study and consultation beyond the Area Investment and Renewal Framework. These include

### BISHOPSFIELDS

Bishopfields was built to a unique architectural design and has required considerable maintenance over its life span. It will require ongoing investment to maintain its viability. However, this investment will not address fundamental flaws in building form, urban design and public realm. Serious consideration should be given to replacement strategies. Additional consultation and study will be required.

### THE BRIARS, COPSHALL CLOSE AND AYLETS FIELD

Also identified as a Near-Term Priority Estate, The Briars, Copshall Close and Aylets Field is a low density and high maintenance cost scheme that has also been subject to considerable investment.

Fundamental flaws in building form, urban design and public realm need to be addressed to raise the quality of place and quality of life issues at this estate. Serious consideration should be given to replacement strategies. These also offer the potential to raise densities while improving quality. Additional consultation and study will be required.

### LATTON BUSH CENTRE

The Latton Bush Centre offers a strong local service to new and small businesses. Exterior building improvements and a stronger public realm will improve the image of this facility and contribute to an improved identity for Southern Way.

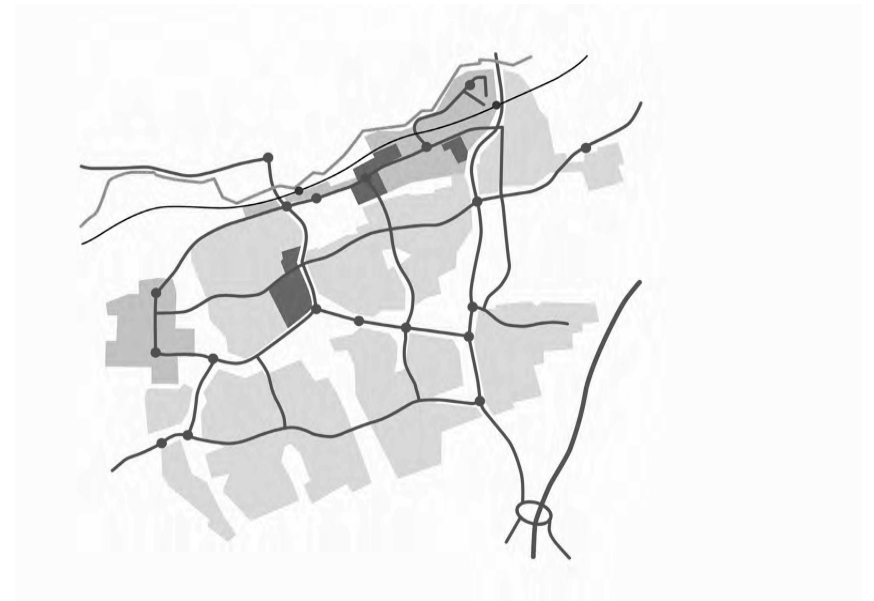
### BUSH FAIR NEIGHBOURHOOD CENTRE

Bush Fair is a strong collection of shops, housing, small business space and leisure and social service facilities. Investment at the edges of the centre on roads, paths, parking and service areas is needed to improve its image and identity. Public realm improvements should also be extended to encompass Southern Way and raise the visibility of this important centre.

## CHAPTER 7:

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### REGENERATION PRIORITIES FOR HOUSING AND LOCAL CENTRES





## 7. REGENERATION PRIORITIES FOR HOUSING AND LOCAL CENTRES

While the Area Investment and Renewal Framework has focused on two Investment Corridors and Local Action Area projects within them, these are not the only areas that will need investment and renewal if Harlow is to successfully compete in the future.

Tours were conducted with Council officers and additional field surveys carried out for the AIRF and the parallel Urban Capacity Study. A number of housing areas were assessed and all neighbourhood centres and hatches have been visited and evaluated. Local housing condition surveys, Decent Homes strategy documents and maintenance budgets were reviewed. Working sessions were held with Council officers.

As a result of this, areas requiring additional investigation, planning and local consultation have been identified. These include housing areas and local centres and hatches. Some lie within the Investment Corridors, while others lie outside. Some of those within Investment Corridors have been investigated as Local Action Areas.

Research conducted for the Area Investment and Renewal Framework across Harlow identified key housing estates where physical, social and investment issues facing the New Town stock are concentrated. These estates have been studied to assess the potential for re-providing existing housing and adding new provision for Harlow's residents. Moving from this stage will require extensive consultation with residents and property owners.

The Council's Estates Sustainability Index links IMD 2004 analysis to data from stock conditions surveys. This has enabled the Council to create a list of priority areas that has been confirmed by the initial assessments carried out as part of this Area Investment and Renewal Framework and a parallel Urban Capacity Study. According to the Council's housing strategies The Briars, Copshall Close and Aylets Field, Bishopsfield, Barleycroft, Lower Meadow and parts of Northbrooks face pressing challenges. The information obtained from the Estate Sustainability Index, the stock condition surveys and the AIRF assessments confirm at a general level that the priority estates share the following challenges:

- Significant number of properties of non-traditional construction where in the medium to long term key building components will be difficult to maintain in good condition

- Disproportionately high cost to meet Decent Homes standards
- Additional cost burden on owner occupiers, landlords and the Council;
- Defective dwellings that could exhibit significant disrepair in the future (through the potential failure of building components) that without investment could render the properties non decent;
- High proportion of properties occupied by vulnerable private sector households and more likely live in non-decent housing.

While the average cost to meet Decent Homes Standards across the Council's stock is approximately £5,000, the average cost is significantly higher at a number of these key estates.

While the Decent Homes programme will target these estates and seek to undertake a range of major works such as refurbishment on a like for like basis, it will not address fundamental issues such as:

- Quality of built form;
- Quality of public realm;
- Quality of connections; and
- Integration with neighbourhoods.

It is recommended that Harlow District Council prepare redevelopment feasibility strategies for these estates in the near term. These will need to address major delivery challenges such as current multiple ownership of social, private rented and owner occupied housing at these estates. Both voluntary and compulsory purchase options will need to be considered. Options for the redevelopment partnerships between the Council, registered social landlords (RSL) and the private sector may be required.

The needs of the five estates identified are substantial. Options for addressing those needs must include redevelopment as well as renovation. Approaches should also draw on the Delivery Strategy identified in Section 9 of this report. Further investigation will be required.

There is an additional group of housing areas that are of concern. The following criteria were used to identify additional estates that may require substantial intervention in the medium term.

#### Quality of the built form

- Mainly tower blocks
- Non traditional construction property types e.g. built using no fines cement mixes high rise flats/bungalows
- Layout of amenities not meeting modern requirements and require replacement
- Unsatisfactory levels of dampness (condensation)

#### Quality of the public realm

- Vacant garages
- Vandalism and graffiti of public realm
- Limited street furniture and lighting
- Limited maintenance and management of public realm
- Concentrations of littering and uncollected fly-tipping
- Poor condition of some paving paths

#### Visibility

- Close proximity high visibility areas
- Near to a gateway into Harlow, presents a certain image of the town to potential investors

#### Investment Plans

- Most locations will be subject to contingent major repairs in 2006/07. For example the tower blocks investment will involve refurbishing the block (over-cladding and new roof)
- Investment will not improve layout, energy efficiency and other liveability issues
- Challenge of whether current investment will demonstrate long term value for money, particularly in relation to meeting tenants, leaseholders needs and the wider quality agenda.

Consultation with local stakeholders and residents will be required before further action is taken. It is recommended that an ongoing monitoring system be established for these estates. A structure for this is provided in Appendix A and identifies a range of physical, market and quality of place criteria.

The following medium term priorities were identified following discussions with local stakeholders, site tours and assessments

- Canons Brook
- Edmunds Tower
- Joyners Field Tower
- Hughes Tower/The Hides
- Brenthall Tower

Harlow District Council should monitor these estates and make a judgement on whether planned financial investments will sufficiently transform them into places that will:

- Enhance overall building stock and overcome weaknesses in any typology
- Overcome any early failure of building components
- Reflect tenants and leaseholders housing needs

- Enhance local property market conditions by meeting the demands of existing and new residents and thereby increasing the value of the properties
- Improve the quality of the public realm and overall neighbourhood management
- Fulfil the wider housing quality and choice agenda.

It is recommended that in the near-term Harlow District Council establish an interim estate stabilisation regime to prevent decline. Options include a Neighbourhood Management Partnership, a Community Housing Trust or an arms length management organisation. These options are increasingly interventionist and would require a change in role of the Council, but could also open up new resources.

It is also recommended that the Council anticipates the need for replacement of housing at these estates in the medium term. Strategies emerging from redevelopment feasibility strategies for near-term estates will inform approaches to medium term priority estates.

## NEXT STEPS: ESTATE REGENERATION STRATEGY RECOMMENDATION

It is recommended that Harlow District Council now establish a detailed strategy for the redevelopment of key housing areas. This strategy will need to address both how to prepare the estates for redevelopment as well as actually delivering it. Detailed schemes for each estate are not required at this point. However, agreement on the overall approach to housing estate renewal within Harlow is required.

The housing redevelopment strategy will need to address:

- Void management strategy to increase the number of vacant units in anticipation of redevelopment and reprovion
- Decant strategy for local authority and RSL renters during reconstruction process
- Strategy for owner occupiers addressing voluntary and compulsory acquisition of units to allow redevelopment and reprovion
- Compensation and right of return for owner occupiers to redeveloped estates

- Mix of private market and social housing within reprovion estates
- Delivery roles of Harlow District Council, Registered Social Landlords and the private sector in redevelopment.

## THE SUSTAINABILITY OF NEIGHBOURHOOD CENTRES AND HATCHES

The neighbourhood centres were an important structural component of the New Town Plan. They were intended to be the focus for entire neighbourhood clusters, serving 20,000 people with a mix of shopping, social, recreational and employment activities. The hatches were intended to provide services to residents within a five or ten minute walking radius. Hatches typically included two or three shops and a local community or health centre.

Neighbourhood centres and hatches have been assessed against a range of criteria that address the quality of buildings, the quality of public realm, connections and integration with surrounding neighbourhoods, retail occupancy and whether the most effective use of land for housing is being made. A scoring system identified their relative performance against a range of physical and service criteria. With eight criteria addressing a range of physical and service characteristics, those scoring less than 16 were considered to have a weak performance and have been identified as near-term priorities for the 2006-2010 period. Those that scored between 16 and 20 performed moderately. It is considered that investment in these centres and hatches will be required across the 2006-2015 period and are considered medium term priorities.

A continuous programme for the management, stabilisation and improvement of neighbourhood centres and hatches will be required. This initial appraisal has informed decisions regarding the neighbourhood centres and hatches selected for more detailed Target Action Area studies. It has also identified locations where the potential for housing intensification existings. This has influenced the findings of the parallel Urban Capacity Study.





CENTRES AND HATCHES: NEAR-TERM PRIORITIES



- |                |                    |           |
|----------------|--------------------|-----------|
| 20. Clifton    | 5. Sumners         | ● Hatches |
| 17. Old Harlow | 2. Cawley          | ● Centres |
| 8. Coppice     | 6. Pollards        |           |
| 9. Maunds      | 10. Staple Tye     |           |
| 3. Slacksbury  | 18. Elm            |           |
| 16. Burgoyne   | 23. Prentice Place |           |

CENTRES AND HATCHES: MEDIUM TERM PRIORITIES



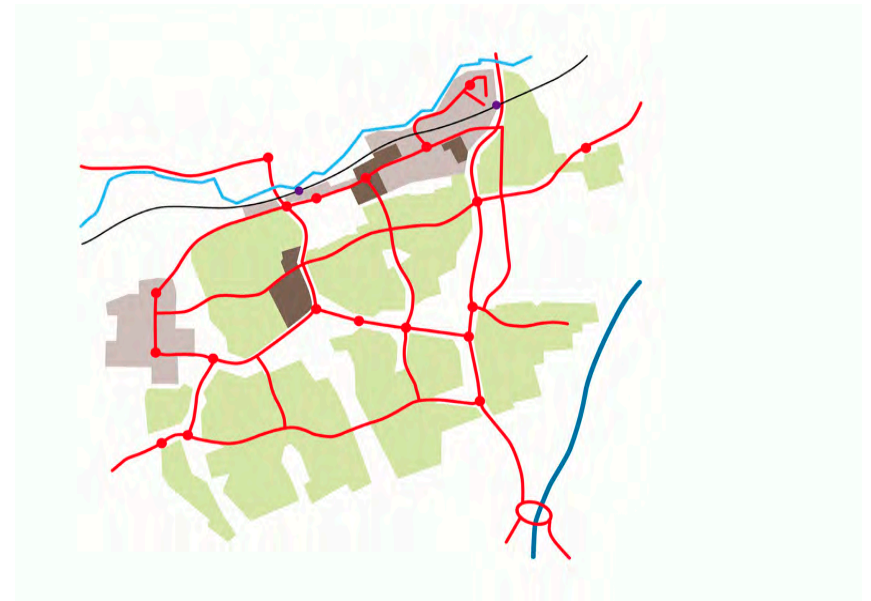
- |            |               |           |
|------------|---------------|-----------|
| 1. Colt    | 11. Fishers   | ● Hatches |
| 7. Sherard | 4. Katherines | ● Centres |
| 15. Ward   | 21. Manor     |           |



## CHAPTER 8:

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# THE INVESTMENT AND RENEWAL FRAMEWORK AND STRATEGIC CHANGE



## 8. THE INVESTMENT AND RENEWAL FRAMEWORK AND STRATEGIC CHANGE

The recommendations of the AIRF focus on the Near-Term, the 2006-2010 period. The AIRF will serve to better position Harlow to gain economic and housing investment over time by addressing specific economic development, housing and public realm needs. It will raise local performance, improve the image of Harlow and help change perceptions of the town in the regional market place. In this way, it will prepare the way for Harlow to gain its full share of regional growth.

The AIRF has identified two Investment Corridors where a set of framework initiatives and specific Local Action Area Projects will achieve real change and can be pursued in the near-term.

There are also a number of planned, proposed and potential developments in and around Harlow that may substantially change the town in the future. Harlow is likely to grow substantially. The recommended improvements at the corridor framework level and the Local Action Area Projects sit within and anticipate this changing context.

The potential future impact of large-scale development to the east of Harlow and infrastructure improvements such as a new road connections to the north east and a second M11 junction will reorder regional market dynamics. The effects of the Harlow Gateway, and emerging Town Centre Initiatives will reorder local market dynamics within the town, bringing new investment, jobs and residents.

These developments will not all be delivered in either the near-term (2006-2010) or the medium term (2011-2015). However, there is a clear role for the public sector to play during these periods to help facilitate and enable renewal of Harlow.

The projects identified by the AIRF will prime the pump for increased private investment, which, together with wider strategic changes around Harlow will create the conditions for sustained growth. The actions identified by the Area Investment and Renewal Framework will serve to increase the value of the Northern and Southern Corridor to allow it to attract an increased share of future growth. The town wide assessment of housing areas and neighbourhood centres and hatches has also identified near and medium term priorities that will also raise the value of their neighbourhoods and their investment potential.

As a result Harlow will be in a stronger position to address the wider changes that will happen at the edges of Harlow in the Medium Term (2011-2015) and Long -Term (2016-2021) periods. It is likely that over the remaining fifteen years of the East of England plan period, Harlow will gain a progressively greater share of regional market investment than it does today as a result of delivery of the Area Investment and Renewal Framework. The public sector role may diminish over this long term as strategic regional and local changes take effect and Harlow secures benefits from them.

Harlow District Council can and should play a leading role in initiating renewal in the near-term and ensuring it in the medium and long term. The role of the public sector is critical in the near and medium term in determining the future of Harlow. It is strongly recommended that Harlow District Council prepare to play this role.

The following provides an indicative schedule of how the primary projects identified by the Area Investment and Renewal Framework sit within the longer-range context of strategic change.

		NEAR-TERM					MEDIUM TERM	LONG TERM
		2006	2007	2008	2009	2010	2011 - 2015	2016 - 2021
<b>AREA INVESTMENT AND RENEWAL FRAMEWORK</b>								
<b>Northern Corridor</b>								
	Edinburgh Way							
	River Way							
	Old Harlow							
	Northern Corridor Public Realm							
<b>Southern Corridor</b>								
	Staple Tye							
	Clifton Hatch							
	Prentice Place							
	Framework and Public Realm Improvements							
<b>Town Wide Residential Regeneration</b>								
	Near-Term Priority Estates							
	Medium Term Priority Estates							
	Long Range Stock Replacement							
<b>Neighbourhood Centres &amp; Hatches</b>								
	Near-Term Priorities							
	Medium Term Priorities							
<b>Long Term Strategic Projects</b>								
	Harlow Gateway							
	Harlow Town Centre North							
	Newhall Farm							
	Gilden Way							
	Potential North East Road Connections							
	Ongoing Northern Corridor Development							
	Ongoing Southern Corridor Development							
	Town Wide Residential Regeneration							
	Town Wide Centres and Hatches							

Preliminaries: consultation, planning, feasibility, funding, design



Delivery: development, construction





## CHAPTER 9:

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## DELIVERY STRATEGY







## 9. DELIVERY STRATEGY

The objective of the Delivery Strategy is to highlight key areas which Harlow District Council will need address to help ensure successful delivery of the Local Action Area Projects highlighted by the Harlow Area Investment and Renewal Framework.

The Area Investment and Renewal Framework will not deliver itself. Harlow District Council and other public sector partners will need to play a leading role in initiating renewal in the Near-Term (2006-2010). While the public sector role may change over the medium and long term as regional scale development and infrastructure fall into place and the market responds, the public sector must take the lead at this stage to address current needs and, critically, to prepare the way for future investment. Without current action, Harlow may miss out on these potential gains.

It is recommended that Harlow District Council take the lead in delivering the Framework initiatives and specific projects identified by the Area Investment and Renewal Framework.

The Delivery Strategy is structured as follows:

- Review of the type of projects to be delivered
- A review of delivery requirements in terms of council leadership, partnership, funding, policy and procurement considerations
- Primary delivery recommendations for the 2006 – 2007 period that will be required to start renewal
- Application of primary delivery recommendations to AIRF projects for 2006-2007

### 9.1 DELIVERY PROJECTS

The Area Investment and Renewal Framework has identified a number of different physical interventions or projects to help achieve the regeneration of key parts of Harlow and strengthen the town as a whole. The projects can be broadly grouped under the following headings.

#### EMPLOYMENT REGENERATION

Industrial and commercial development projects including proposals for Edinburgh Way and River Way

#### NEIGHBOURHOOD CENTRE AND HATCH REGENERATION

Mixed use projects including Old Harlow, Staple Tye and Prentice Place

#### RESIDENTIAL REGENERATION

Private, public and specialist housing projects such as The Briars, Copshall Close and Aylets Field, Bishopsfield and Northbrooks

#### PUBLIC REALM REGENERATION

Street, park and open space projects such as Edinburgh Way, Southern Way, Town Park and the River Stort Corridor

#### CHANGING PERCEPTIONS

Image and identity projects such as those encapsulated in the Northern and Southern Corridor concepts. Marketing, public relations and development of Harlow's brand.

## 9.2 REQUIREMENTS FOR DELIVERY

In order for Harlow District Council to play a key role in initiating renewal in the near-term and ensuring it in the medium and long term it needs to prepare the ground now. The following Delivery Review raises some critical issues for Harlow District Council to address and provides recommendations on preparing for renewal.

### 9.2.1. ESTABLISH A CLEAR, EFFECTIVE LEADERSHIP STRUCTURE

Successful execution will require strong leadership and dedicated project management within Harlow. Harlow District Council is strongly encouraged to identify a figurehead or project champion for the Area Investment and Renewal Framework to act as a spokesperson and bridge to stakeholders. Stakeholders will include Councillors, other local and regional public sector partners, community groups and business owners.

The core role of the project champion will be to develop and sustain momentum. Regeneration projects often extend into the medium and long-term and it is critical that there is a consistent driving force to achieve delivery. The leadership should be taken by a senior level staff person from within the Council with sufficient standing to co-ordinate across departments and allocate resources.

Regeneration projects are also inherently complex requiring a mixture of leadership, advocacy and technical delivery skills.

Harlow District Council is encouraged to appoint project managers to lead and implement key requirements of the delivery programme. Dedicated project managers will be able to carry responsibility for more than one project. The project management group should include representatives from more than one regeneration discipline to allow cross working and a resource base for all projects. Delivery teams could be organised by the regeneration headings above or by area – for the Northern Corridor or Southern Corridor.

It is also recommended that an early decision be made as to whether to procure Project management and technical resources from consultancy practices or alternatively by way of individuals seconded into the Council. Technical skills may include strategic planning, master planning and urban design, cost and budgeting, town planning, land assembly, land disposal and developer procurement. As with the leadership role, it is critical that project management technical services be consistent throughout the delivery period.

### 9.2.2. BUILD SOUND INTERNAL AND EXTERNAL PARTNERSHIPS

All of the projects described in the Area Investment and Renewal Framework are multifaceted and will necessarily involve a number of different teams and departments from within the Council including Regeneration, Housing, Planning (Policy and Development Control) and Asset Management. Harlow District Council is strongly encouraged to establish clear internal partnering mechanisms within the Council to ensure that there is an active and effective dialogue between each group.

Clear partnership arrangements with other public sector participants should also be established. It is recommended that Harlow District Council encourage the proposed Local Delivery Vehicle to be the forum for building these relationships. Harlow District Council, Essex County Council, the East of England Development Agency and English Partnerships have proposed a dynamic new company to drive forward the regeneration of Harlow. The continued assembly of this body is encouraged. The following structures and goals have been proposed.

An independent Chair and four private sector representatives will join the Board of the new company, founded with support from the Office of the Deputy Prime Minister. They will sit alongside representatives from the four founding members and the Harlow 2020 Local Strategic Partnership. A Chief Executive is also being recruited to head a small team of staff who will support the Board. It is anticipated that key appointments will be made in 2006.

The company has been established in order to maintain and accelerate the momentum of regeneration initiatives already underway in the Town pending decisions on the draft East

of England Plan proposals. These will affect how the Town develops over the longer term to 2021 and beyond, and include ambitious proposals for the growth and regeneration of Harlow as a key regional centre within the East of England.

The new company will help to prepare the ground for taking forward this longer term vision, but its main focus as currently organised will be on what can practically be achieved over the next 2-3 years.

The Board's early priorities have been identified as:-

- taking forward the next stage of regeneration of the Town Centre
- neighbourhood renewal initiatives to provide new homes, jobs and community facilities
- further development work to progress and secure the transport and other infrastructure improvements needed for the successful regeneration of the Town
- masterplanning of the areas identified for development within the Town
- engaging more proactively with prospective investors and employers
- preparation of a strategy to maximise developer contributions towards meeting infrastructure, regeneration and other needs
- developing a marketing and re-branding strategy for the Town.

Key deliverables in the first 18 months of operation might include:

- Support for a more detailed regeneration and growth strategy for the Harlow area and co-ordinated delivery programme
- Production of key infrastructure costings and delivery programmes
- Development of a S.106 value capture strategy
- Working up, bidding for, securing funding and project management for early wins and flagship regeneration projects (possible priorities would include Town Centre North, selective neighbourhood or estate renewal, regeneration or redevelopment of a neighbourhood centre, an Innovation Centre or a higher education institution)

- Developing and project managing sustainable transport schemes or projects within Harlow (complementing work on major transport schemes).

It is strongly recommended that Harlow District Council and its partners resolve the approach to the interim Local Delivery Vehicle in the near-term to allow the necessary groundwork and co-ordination of projects identified by the Area Investment and Renewal Framework to take place. These are key pilot projects for Harlow that can test and establish delivery mechanisms

### 9.2.3. DETERMINE THE EXTENT OF COUNCIL PARTICIPATION IN DEVELOPMENT: CASE STUDY FOR EDINBURGH WAY AND RIVER WAY

There is a range of potential roles that Harlow District Council could play in the development and renewal projects identified by the AIRF. The potential role will depend on project goals and the ability and willingness of the private market to participate. The Council could play the role of promoter, facilitator, enabler, partner or developer. The following provides a case study of the various approaches based on the employment renewal needs of Edinburgh Way and River Way. Many of the same considerations would apply to housing or mixed use projects – although it is more likely that the Council would have some level of ownership interest in place in these cases.

As has been shown in preceding sections, the market has not actively supported the redevelopment of key employment sites, particularly on Edinburgh Way and River Way.

The future impact of large-scale development and infrastructure improvements such as a second M11 junction may help to resolve this, by raising prices, reordering market dynamics and removing existing constraints to development. However, these key interventions will not be delivered in the either the near or medium term.

Today's prices are not sufficient to overcome current impediments to redevelopment, including obsolete plant and buildings on site, inappropriate or inadequate access and circulation frameworks, multiple ownership and market uncertainty over future use within local plans.

There is a clear role for the public sector to play in the short and medium term to help facilitate and enable the redevelopment of employment sites at Edinburgh Way and River Way. This can help provide near-term safeguards against conversion of use and prepare the way for underused and vacant properties to be brought back to full employment use in the medium and long term.

The role of the public sector is critical in the near and medium term in determining the future of these key employment sites. Its role is likely to diminish over the long term as strategic regional changes take effect. The role for the public sector will vary on a site by site basis, but will again be generally reduced over time as it succeeds in redefining the local market.

Options for public sector intervention are outlined below. These will be required to bridge the gap between current and future market conditions, and create a commercially viable opportunity in the near and medium term.

- Local strategy confirmation – through the Local Strategic Partnership and the Local Development Framework
- Public sector resource development and funding – from the Department for Communities and Local Government, Government Office of the East, English Partnerships, East of England Development Agency and others to support market led redevelopment
- Site marketing and promotion – to identify potential private sector partners
- Voluntary land assembly - to acquire land or assemble a group of small sites into a more marketable larger site better suited for current and future employment needs
- Compulsory land assembly – the use of Council legal powers combined with other public and private sector funding to acquire or assemble land for redevelopment
- Site Clearance - to demolish any existing development on a site, removing what could be a significant abnormal cost to the development market in the case of bespoke production facilities
- Remediation - to undertake any necessary environmental remediation works that are often associated with sites with a history of industrial uses, removing what could be a significant abnormal cost to the development market
- Provision of site services and infrastructure - funding the installation of necessary site services, utilities and associated infrastructure, removing what could be a significant abnormal cost to the development market.

These actions can be considered as cumulative steps. The greater the intervention on the part of the public sector, the more likely that current market impediments can be overcome at individual sites. Taken collectively across a number of sites, these actions will also send a clear message to the development market regarding the preferred and expected future use of these sites.

Critically, while increasing the likelihood of near and medium term employment development at Edinburgh Way and River Way, these delivery steps will strongly prepare the town for its regional share of employment growth and new infrastructure is added to serve a growing Harlow.

Targeted measures such as these will demonstrate to the private sector that the public sector at local and regional levels is intent on creating change at Edinburgh Way and River Way. This can help re-configure the local industrial property market in the short term, changing the perception of an area to one of opportunity and potential and hopefully stimulating developer and investor interest.

As the traditional commercial investment market continues to be saturated (this will only be exacerbated by the introduction of Real Estate Investment Trusts), the investment sector is increasingly looking to new vehicles and products for a return. Many investors consider regeneration projects such as these as good opportunities for return in the coming years. We expect the level of investor interest in regeneration to steadily increase. However, if Harlow is to take advantage of this opportunity, it must begin to prepare the way now.

In this case, the following recommendations are made for the redevelopment of Edinburgh Way and River Way for employment uses.

- Harlow District Council to formally agree the need and desire to retain employment sites on Edinburgh Way and River Way with its partners in the proposed Interim Local Delivery vehicle, including ODPM, EEDA and English Partnerships
- Harlow District Council to begin discussions with partners to address funding for potential land acquisition and preparation
- Establish Harlow District Council commitment to use Compulsory Purchase Orders to facilitate and enable redevelopment of employment sites
- Communicate and market the approach and commitment to employment regeneration encompassed by the Area Investment and Renewal Framework, while near and medium term actions are implemented.

#### 9.2.4. SECURE FUNDING

The ability to attract and secure the commitment and funding of a range of partners for each of the projects identified will be critical. Each project will necessarily involve a different package of funding depending on its specific objectives. An overview of potential funding partners for project elements are outlined below.

##### Employment Regeneration

- Direction of mainstream or capital funding from District and County
- County Local Transport Plan and capital funding
- East of England Development Agency (EEDA): where projects complement the strategic regional economic development objectives of the RDA, EEDA is likely to be an important source of possible monies
- Private sector investment.

##### Neighbourhood Centre and Hatch Regeneration

- Department for Communities and Local Government, Growth Areas Funding (GAF): Harlow benefits from being located in one of the Governments identified growth areas and has already benefited from the availability of ring-fenced capital monies to support mixed use project
- Private sector investment.

##### Residential Regeneration

- Growth Areas Funding (GAF). As actions continue to be developed and delivered in the growth areas, this source is likely to continue to be particularly relevant to housing oriented initiatives
- English Partnerships (formerly the Commission for New Towns) has had an important role in the history of Harlow. EP also has an important role to play in the delivery of the Government's growth agenda and could become a potential source of funding in the medium to longer term
- Private sector investment

### Public Realm Regeneration

- Direction of mainstream or capital funding from District and County
- Heritage Lottery Funding: a primary source for open space, leisure and cultural projects
- Development negotiations: contributions to the public realm as private sector led developments come forward

It is recommended that Harlow District Council allocate the necessary staff resources to prepare applications to secure resources from these potential sources. It is also recommended that a clear policy and framework for matching public and private investment be established.

#### 9.2.5. ALIGN POLICY FRAMEWORKS

Each of the projects identified by the Area Investment and Renewal Framework will need to be reflected in appropriate Local Development Framework documents. These will be critical to achieving rapid detailed planning permission at the implementation stage and will be integral to supporting any potential Compulsory Purchase Order proceedings if required.

The process of developing statutorily adopted planning frameworks also has the benefit of requiring significant community consultation and establishing benchmarks for design and will be an important component of the feasibility stage.

An appropriate planning policy framework will also be necessary when tenders are invited from the development market. The statutory adoption of the planning document creates certainty in the market, reducing investor risk and is likely to result in a stronger response.

#### 9.2.6. ESTABLISH EFFICIENT PROCUREMENT PROCEDURES FOR TECHNICAL SERVICES

Whilst it is critical that the role of project leader and manager is consistent throughout the course of a project, there will be a requirement for different skills and responsibilities at different points in a project life cycle. Early on, there is likely to be the requirement for a wide range of inputs to inform project feasibility. Large-scale physical development projects will for example require early inputs from concept designers and strategists and due diligence

support from environmental consultants, quantity surveyors, lawyers and environmental consultants. As the project moves from inception to development, there is likely to be a requirement for planners, architects, cost consultants, surveyors and developers. Only when the project is fully developed will there be a requirement for engineers, builders and other contractors.

It is recommended that Harlow District Council employ existing procurement structures, such as OJEU and OGC, in the near-term to procure technical services where necessary. It is also recommended that Harlow District Council establish a Regeneration Panel of pre-qualified technical service providers that can be called upon to provide services at short notice.

#### 9.2.7. ESTABLISH COMPETITIVE PROCUREMENT PROCEDURES FOR IMPLEMENTATION

The skills and resources that are necessary to deliver the feasibility stage will not necessarily be those required to ensure effective delivery of the construction and implementation phase.

It is important that the appropriate range of skills are procured and in place to allow successful delivery of each stage. It is also important that a clear structure for project responsibility, control, financing is also in place to manage this relationship, particularly as responsibility and risk shift over the life of a project.

A structure which enables the public and private sector to jointly participate together on a long-term basis, offers the opportunity for risk to be managed whilst maximising investment into the project. The public sector needs to consider the level of commitment that they are prepared to make to the project, both in terms of finance and resources and the level of responsibility and risk they are prepared, and statutorily able, to take in working with the private sector.

Four principal structures can be defined. They are briefly outlined below:

- Contract with a master developer: this would be based upon the Council and other relevant partners forming a contract with the developer (MDP) to deliver a specific regeneration project. This assumes that the land required has been assembled (via CPO if necessary) and that this process has been funded by the public sector stakeholders

- Landowner as investor: Under this route landowners are invited to co-operate and participate in the delivery vehicle rather than relying on CPO to acquire / assemble the regeneration area
- Joint venture contract – unlimited partnership: the public sector can achieve considerably greater participation in the development, financial and day to day operational activities of the delivery vehicle by becoming a stakeholder in a joint venture vehicle
- Joint venture contract – limited partnership: the high-level of risk associated with unlimited liability partnerships may be a concern for the public sector when entering into a joint venture partnership. There is an alternative where the public sector receive the same benefits as described above, except the liability is capped to an agreed amount.

It is recommended that Harlow District Council establish an early stage position with regard to the relative roles of public and private sector for each of the early stage projects identified by the AIRF.

### 9.3 NEAR-TERM DELIVERY WORK PLAN

The purpose of the following is to provide an overall approach to initiating and delivering the Area Investment and Renewal Framework. It brings together the primary recommendations for achieving successful delivery.

It is strongly recommended that Harlow District Council adopt the following overall steps as an approach to achieving delivery.

1. Provide local stakeholder briefings on the Area Investment and Renewal Framework to:
  - Harlow District Council Committees
  - Local Strategic Partnership
2. Seek acceptance of the overall approach of the Area Investment and Renewal Framework to:
  - Investment Corridors

- Local Action Area Projects
  - Housing Estate Renewal
  - Centre and Hatch Renewal.
3. Seek approval to pursue delivery of key near-term projects for which ODPM Growth Area Funding has been provided:
    - Old Harlow Neighbourhood Centre
    - Clifton Hatch.
  4. Provide regional stakeholder briefings on the Area Investment and Renewal Framework:
    - DCLG – Government Office of the East, East of England Development Agency, English Partnerships, Essex County Council
  5. Identify a project champion within the Harlow District Council administration.
  6. Establish department head level committee within the Council administration to co-ordinate the 2006 – 2007 near-term project work programme, including Regeneration, Housing Strategy, Asset Management and Transport.
  7. Establish Project Management staffing structure to co-ordinate the 2006-2007 near-term project work programme.
  8. Initiate Local Development Vehicle operations and 2006 –2007 work programme.
  9. Confirm and document the respective roles of existing council departments and the Local Delivery Vehicle with regard to delivery of the AIRF.
  10. Establish marketing and public relations programme to promote the Area Investment and Renewal Framework, the investment opportunities presented by Harlow and the new organisational framework to support delivery.
  11. Establish Harlow District Council commitment to use Compulsory Purchase Orders to facilitate and enable redevelopment and renewal.

12. Establish Harlow District Council commitment to extent of direct involvement in voluntary or compulsory land assemble, site clearance, site remediation and preparation or provision of site services and infrastructure.
13. Establish a procurement structure for technical and professional services.
14. Ensure interim policy alignment across Council departments in support of the AIRF as a precursor to the Local Development Framework Core Strategy.
15. Align mainstream public funding across Council departments in support of the GAF II funded projects.
16. Initiate detailed feasibility studies for GAF funded projects including: void strategy, decant strategy, detailed design, costings, negotiated purchase, compulsory purchase requirements, developer and, or, construction procurement approach to:
  - Old Harlow Neighbourhood Centre
  - Staple Tye Neighbourhood Centre
  - Prentice Place Neighbourhood Centre
  - Clifton Hatch.
17. Finalise public sector budgets and private investment expectations and goals.
18. Allocate staff resources to pursue additional public sector funding opportunities
19. Set Strategic Planning Guidance where necessary to confirm wider area and longer-term development context and goals for both Investment Corridors and Local Action Area Projects.
20. Align mainstream public funding with Area Investment and Renewal Framework goals – ensuring that wider transport, open space, public realm, and social service budgets support the overall approach and align with specific project goals.
21. Reflect the recommendations of the AIRF into Local Development Framework work programme.

22. Establish developer or construction firm procurement panel to pre-qualify potential partners.
23. Carry out enabling works, including, legal, financial, land acquisition, site preparation and utility and infrastructure activities where required.
24. Procure developer or construction firm to provide project.

## 9.4 APPLICATION OF DELIVERY RECOMMENDATIONS

The following programme summarises the application of the Primary Delivery Recommendations to the major project elements that have been identified by the Area Investment and Renewal Framework. This is intended as an outline guide to major steps that need to be completed in 2006 and 2007 in order to successfully initiate and deliver the Local Area Action Projects.

Detailed work programmes for Old Harlow, Staple Tye, Prentice Place and Clifton Hatch have been prepared for separate Growth Area Fund II applications and appraisals.





## DELIVERY WORKPLAN: 2006 - 2007 - CONTINUED

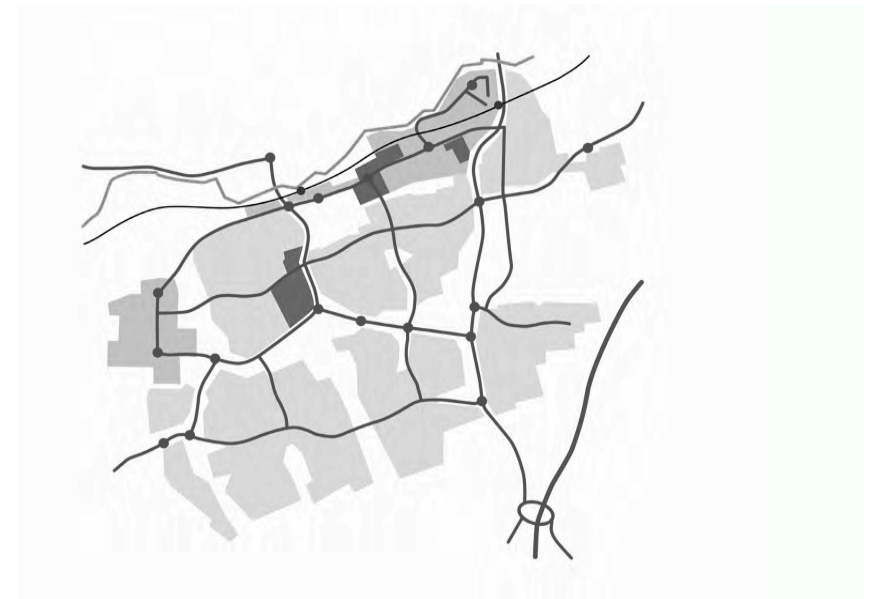
ACTIONS	PROJECTS NORTHERN CORRIDOR				SOUTHERN CORRIDOR				ESTATE AND CENTRES STRATEGY	
	Edinburgh Way	River Way	Old Harlow	Corridor Framework	Staple Tye	Clifton Hatch	Prentice Place	Corridor Framework	Estate Regeneration	Centres & Hatches
<b>7. Project Feasibility</b>										
Interim feasibility studies			■	■	■	■	■	■		
External partner commitments(EEDA, EP)			■		■	■	■			
Set public funding targets			■		■	■	■			
Set private investment targets			■		■	■	■			
Detailed feasibility studies			■		■	■	■			
<b>8. Procurement Structures (2)</b>										
Developer procurement			■		■	■	■			
<b>9. Long Term Policy Alignment</b>										
Long term policy alignment			■		■	■	■			
Strategic planning guidance			■		■	■	■			
Set design guidelines			■		■	■	■			
<b>10. Enabling Works</b>										
Enabling works - legal			■		■	■	■			
Enabling works - financial			■		■	■	■			
Enabling works - land assembly			■		■	■	■			
Enabling works - site			■		■	■	■			
Enabling works - utilities & infrastructure			■		■	■	■			
<b>11. Developer Selection</b>										
Select project developer			■		■	■	■			



## APPENDIX 1:

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## STOCK REPLACEMENT RATE





## APPENDIX 1: ESTABLISHING A LONG-TERM STOCK REPLACEMENT RATE

Harlow District Council requested that GVA Grimley calculate a notional replacement rate for the housing stock. In this report replacement is defined as a supply-side intervention that involves the demolition of existing stock and its replacement with new higher quality build to provide tenants and residents with a better choice of housing. Replacement should be viewed as an opportunity, notably in the priority areas, to provide greater intensification and to diversify tenure and accommodation types along with enhancements in the provision of facilities and public services.

The importance of intensification is indicated by the 2006 Urban Capacity Study. This has identified the potential for 6,800 homes in Harlow. However, only 1,160 of these would be within the existing fabric of the town. If growth targets are to be met, new approaches to housing in Harlow will be required, particularly options that offer more homes per hectare than have been offered by the New Town stock or recent developments.

The national experience of replacement can be found in low demand housing areas such as the Housing Market Renewal Pathfinders and some New Deal for Communities programmes. The GVA research has found that the case for replacement will depend on a range of factors that include:

- **Quality of the housing stock:** A flawed design or a growing proportion of stock that is sub standard, not meeting Decent Homes Standard and modern requirements/aspirations
- **Growing long term vacancy rates:** housing markets are dynamic and vacancy levels for a short period of time are inevitable. However, long term vacancies may demonstrate a mismatch between demand and supply
- **High churn or turnover:** indicating an increasingly transient population base, increasing dissatisfaction with the stock, or both
- **Growing divergence in house prices from average:** indicating a failure to keep up with local, regional or national price trends
- **Increasing out-migration:** of local people from a specific neighbourhood, mainly in the private owner occupied stock, who are 'voting with their feet'

- **Deterioration in externalities:** the quality of public realm, liveability and neighbourhood management linked to worsening socio-economic and well-being indicators such as high levels of crime and anti-social behaviour, that is exacerbated by poor housing stock.

While existing priorities may be apparent and readily established, effective monitoring can identify an emerging or long-term need for replacement. Effective monitoring can also identify actions that can prevent a housing stock deteriorating to the point where replacement is required.

It should be noted that Harlow's long term stock replacement requirements are not solely an issue of the physical condition of the stock. As has been identified by the suggested monitoring criteria for the stock, market and consumer preference conditions may also inform when certain parts of the stock will need to be replaced, and with what type of housing.

Harlow's New Town housing stock was built almost exclusively as family housing. This followed the New Town Corporation desire to create a community for families. Harlow will remain primarily a place for families. However, if it is to successfully compete for residents and investment in the region, a more diverse housing offer is required. This means acknowledging that fewer people need or desire the traditional family housing model that Harlow was founded on at all points in their lives.

Comparative local market conditions will indicate the demand and appeal for housing stock. The failure of price trends to keep pace with those in the town generally and in the wider East of England region will serve as an indicator of falling demand and appeal of housing.

On a general level, new housing types need to be introduced to Harlow to meet the needs of young people, small families, two adult working households and older people. This means creating more opportunities for one and two bedroom flats, among other housing types, to meet those needs.

The failure of housing prices to keep pace with those in the wider context will also serve as an indicator of the perceived quality of the wider public realm and urban framework. Stock replacement may be required where this issue is undermining the viability of the local housing market. Where new housing is created it should offer high quality buildings in a connected physical environment and attractive public realm. The approach to housing should also reflect its context – potentially in an urban and mixed use setting at the Town centre and neighbourhood centre. This new approach to housing should also be reflected

in major new schemes on Harlow's east edge that will make the substantial additions to Harlow's housing offer.

To estimate a notional replacement rate for Harlow's stock, GVA Grimley undertook the following stages:

- Identified a range of estates and buildings that were of concern and needed to be addressed in the near-term (6 years) and the medium term (6-12 years)
- Calculated the total number of dwelling units within the priority areas
- Established an average replacement rate over 12 years for these estates.

With 2052 units within the near and medium term estates or buildings, the upper limit for a long-term replacement rate would be 171 units per year. This is established as an upper limit. It is based on the very worst conditions in Harlow. Harlow's housing stock performs relatively well against national performance indicators. Much of the stock was built 50 years ago and has yet to demonstrate fundamental structural, material or system flaws. Much of this stock could still be in place in another 50 years with adequate maintenance and investment.

#### Enhancing the Housing Evidence Base

It is recommended that Harlow District Council update its housing intelligence in order to maintain an adequate monitoring system. The following are recommended:

- Update Private Sector Stock Condition Survey
- Utilise Landlords Forum and strategic social housing forum for Harlow to provide research and intelligence on private rental and social housing tenure
- Conduct full Housing Market Assessment (HMA) on a sub-regional level, using Hometrack and 2005 Housing Needs survey
- Enhance the Estates Sustainability Index with GVA Grimley replacement criteria and any relevant Audit Commission quality of life indicators and populate it with data from new Private Sector Condition Survey and HMA.

#### Performance Management and Monitoring

- Bring together key actions from Housing Strategy and Private Sector Housing and Empty Homes Strategy so they can be monitored and fed into the CPA Housing Assessment
- Incorporate AIRF housing related actions into the housing strategies action plan so they can be monitored.

#### Strategy and Policy Development

- Adopt the draft Private Sector Housing and Empty Homes Strategy
- Ensure the housing strategies, AIRF and future regeneration strategies cross reference each other and contribute to floor targets and Local Area Agreement performance management at an LSP level
- Confirm the Council policy on assistance to private sector households, in particular in relation to equity release schemes and any other products available for relocation of households affected by future housing market intervention
- Disseminate information on Decent Homes, assistance, and relevant legislation for landlords, and owner-occupiers
- Develop joint working protocols and standards with local RSL's on new approaches to neighbourhood management activities, particularly on estates where RSL properties are adjacent to Council housing
- Conduct feasibility work into whether a Resident Service Organisation (RSO) type model on specific estates, can take on responsibility for aspects of housing management functions and link to the work of the Housing improvement Agency
- Identify ways to support RSLs through the strategic social housing forum to work with developers on future housing sites, in particular assessing partnership funding through the Housing Corporation
- Establish and take forward a private sector Landlord's Accreditation scheme in conjunction with any training providers (to educate landlords on their responsibilities) and the Landlords Forum.

# Glossary

**Compulsory Purchase Orders** – process by which the public sector can buy land at fair market value from private owners in order to provide a public benefit, such as for a new road, school, hospital or to secure housing or economic regeneration

**DCLG** – Department for Communities and Local Government

**Decent Homes Standards** – standard of physical condition of housing stock that all local authorities and registered social landlords should plan to attain

**OGC** – Office of Government Commerce

**OJEU** – Official Journal of the European Union

**Local Delivery Vehicle** – a public sector organisation charged mainly with securing delivery of regeneration projects

**Local Development Framework Core Strategy** – a new type of statutory local plan document that sets an overall policy framework for a local authority area

**Index of Multiple Deprivation** – a national database of deprivation at the ward level across a range of issues, including employment, housing, education and health

**Near Term** – short term activity for the 2006-2010 period

**Super Output Areas** – Areas with the highest levels of deprivation across more than one domain

**S.106** – Planning obligations that allow local authorities to negotiate with private property developers to secure contributions for public benefits such as affordable housing, public realm investments or social infrastructure such as new clinic buildings

**Urban Capacity Study** – assessment of the amount of land that has potential to be developed for residential purposes and the number of housing units that could be generated within a Local Authority Area