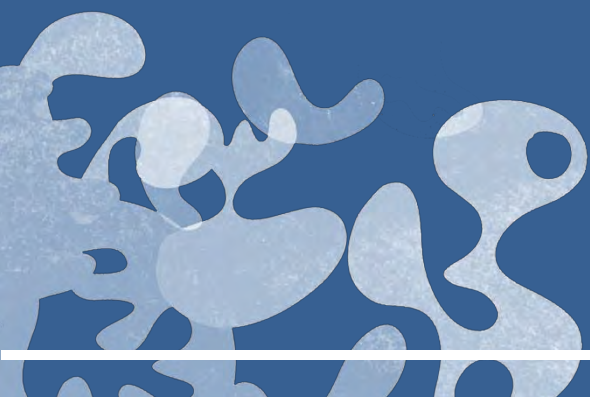

HARLOW

FORGING OUR FUTURE

TOWN INVESTMENT PLAN



HARLOW

GROWTH BOARD

Chair: **John Keddie**, Independent Private Sector

Board Members:





HARLOW IS POISED FOR EXCITING GROWTH AND DEVELOPMENT.

“An organism which would go on changing and
being rebuilt as the needs of the people altered”

Sir Frederick Gibberd

FOREWORD



John Keddie

Chair of Harlow
Growth Board

We are proud to present this Town Investment Plan (TIP) for Harlow which encompasses our shared ambition, joint vision and commitment to action.

We are a pioneering place. From our New Town origins to the birth place of fibre optic telecommunications technology, innovation and creativity are in the town's DNA. We now face a once in a generation opportunity for renewal.

Our TIP can deliver a step change. It first looks to the near term horizon, recognising the investment that local people and businesses have told us is needed now. It then delivers critical building blocks to achieve our longer term aims.

We have investment and projects in play, and with the right support we can optimise the benefits and opportunities of each for the town, its residents and businesses. Harlow will be home to Public Health England (PHE); we are developing our Science & Innovation Park at the Enterprise Zone (EZ); work has started on the new Junction 7a of the M11; Harlow will have a new hospital; and development interest in our Town Centre is gathering pace.

Our long term regeneration strategy for Harlow has been to deliver the scale of population growth with necessary infrastructure that provides the catalyst for the renewal of Harlow itself. Our commitment to the long term vision and plans for the Harlow & Gilston Garden Town (HGGT) places Harlow at the very centre of that growth and poised to leverage the investment required in the Town's infrastructure.

Our mission must be to achieve the regeneration of the Town to the same quality of place and opportunity we aspire to for the HGGT.



Cllr Mark Ingall

Leader of Harlow
District Council

We will achieve this whilst respecting the original foresight and legacy of the Town's master planner, Sir Frederick Gibberd – valuing and protecting our green spaces, our original planned 20 minute neighbourhoods, our extraordinary public sculpture, restoring and extending our cycle track network. We will restore our Town Centre as a vibrant thriving place for the whole community.

We must create momentum and deliver positive change to enable the realisation of all of the above. With our stakeholders and partners, listening to the voice of our community, we have crafted a plan which addresses some of our most critical challenges and opportunities to demonstrate confidence in Harlow's trajectory.

Our Plan delivers the following projects which will:

- *deliver a new Town Centre sustainable transport interchange with flexible workspace and good quality residential offer;*
- *improve the quality of place in the Town Centre to create a safe, social and well connected place that people will want to visit;*
- *invest in a new Institute of Technology;*
- *invest in neighbourhood regeneration; and*
- *improve connectivity with our key Enterprise Zone employment site.*

These projects seek to address Town Centre decline, poor perceptions of Harlow as an unsafe place, ageing and lack of infrastructure in neighbourhoods and employment areas, and skills deficits in the resident population. Our projects will promote digital innovation and inclusion, upskilling, sustainability and the Town's creative and cultural heritage.

Without key investment in these critical areas, Harlow cannot take its place at the heart of the Harlow & Gilston Garden Town and will not play the role it could in maintaining the growth of the economy of the UK Innovation Corridor. With the support of this TIP, Harlow can grasp that challenge and forge its own future.

John Keddie

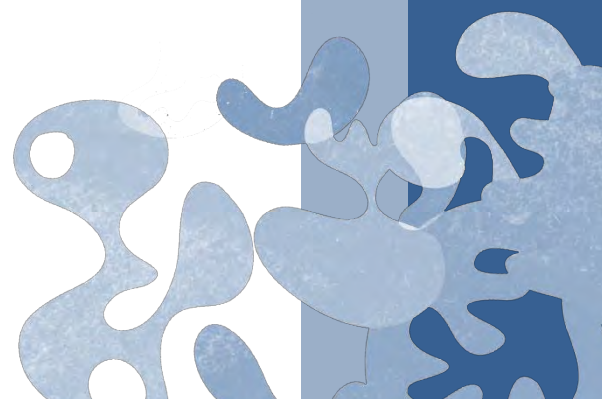
Chair, Harlow Growth Board

HARLOW
GROWTH BOARD

Cllr Mark Ingall

Leader, Harlow Council

Harlow
Council
Working together for Harlow





HARLOW TOWN INVESTMENT PLAN

VISION

The pioneering town of Harlow, located at the heart of the UK Innovation Corridor between London and Cambridge, will grow inclusively into a vibrant new Garden Town, embracing exciting opportunities to build on our existing sectors in health, science and technology, innovation and creativity.

Harlow will have a thriving, enterprising and vibrant Town Centre and a beautiful town park at its core. Our Town and its neighbourhoods will be connected through strong community networks, high-quality digital infrastructure, and people-friendly route ways highlighting our internationally renowned public sculpture.

The Enterprise Zone and Harlow Science Park will lead the transformation of all our dedicated employment areas, delivering an environment where business and enterprise can start up and scale up and invest. Our people will have access to high-quality skills training pathways that will enable them to aspire to and access quality employment. Our mission is to drive economic success and prosperity for all.

OUTCOMES



GVA of
£16,646m pa

10% Reduction
in Crime pa



580 New Jobs

20% Increase in
High Street Footfall

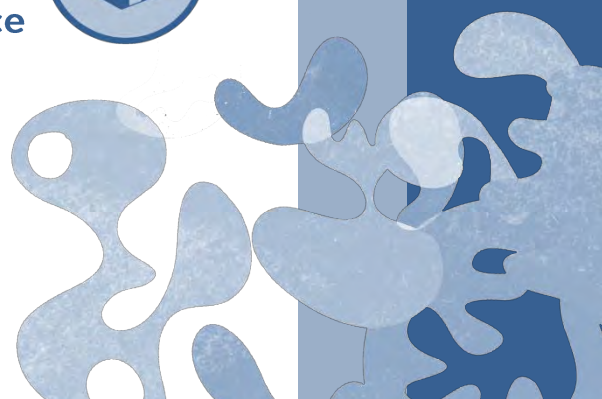


230 New
Construction
Jobs

Creation of
22,279sqm
Floorspace



Increased Arts Engagement
and Participation



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SECTION 1

INTRODUCING HARLOW - FORGING OUR FUTURE



INVESTING FOR THE FUTURE

The future of Harlow is bright, with an exciting opportunity to develop into a leading science and technology-based economy, renowned for arts and creativity, with inclusive and sustainable communities.

Harlow has progressed its regeneration and economic renewal agenda by developing new science and technology employment sites and premises, attracting new anchor institutions such as PHE, investing in major infrastructure upgrades, and securing the HGCT project. We have been fortunate to receive investment and support from the South East Local Enterprise Partnership (SELEP) in these endeavours.

Our TIP prioritises projects that will maximise the benefits of the major investments coming to Harlow and ensures that local people and businesses will share in those benefits.

We are seeking to invest in:

- *our Town Centre*
- *our infrastructure*
- *our education provision*
- *our neighbourhoods*

Our TIP ask is £25m and this sits alongside Harlow Council planned investments of £23.3m in the Town Centre (dependent on FHSF bid outcome), £18.6m in the neighbourhood centres and £20m in Harlow Science Park. Harlow Council is therefore at the limits of its financial capabilities to support regeneration.



Harlow is well connected - nationally and internationally - by rail, road and air. The M11 motorway passes to the east of the Town with London Stansted Airport just to the north. It is an outer part of the London commuter belt and a key employment and growth centre of the UK Innovation Corridor extending from London to Cambridge. With the right level of public and private investment along the Innovation Corridor, the region can support the government's ambition for the UK to become a science superpower, ensuring that the UK remains a powerhouse for Research & Development, innovation and the commercialisation of life sciences, med-tech and other advanced manufacturing sectors. Investment in Harlow is fundamental to the achievement of that ambition.

Since the 1980s, Harlow has faced the challenges of economic restructuring, and has accommodated new growth and investment, despite an ageing physical and built infrastructure. However, this has not been of enough scale nor delivered inclusive benefits. Planned investments and opportunities through PHE relocation, our EZ and Harlow Science Park (HSP) and the HGCT, offer a once in a generation opportunity to achieve real transformation.

Our new place story and brand - Discover Harlow - will help propel us forward. Improving our quality of place and connectivity is absolutely vital to our economic success. Investment in Harlow is also fundamentally about 'levelling up'. We are the second most deprived district in Essex, and it is imperative that our residents and businesses can benefit from the major investments planned for Harlow and are in a position to secure the good quality employment and business opportunities that arise. SELEP has recognised the importance of 'levelling up' Harlow as part of its strategy.

This document outlines the progress in regenerating Harlow to date, and the outstanding challenges and opportunities the Town faces. The delivery of a number of transformational projects through the Towns Fund will lead to a sustained trajectory of sustainable, inclusive growth and prosperity.

**GVA of
£2.3B⁽¹⁾**



**87,100
Residents⁽²⁾**



**47,000
Jobs⁽³⁾**

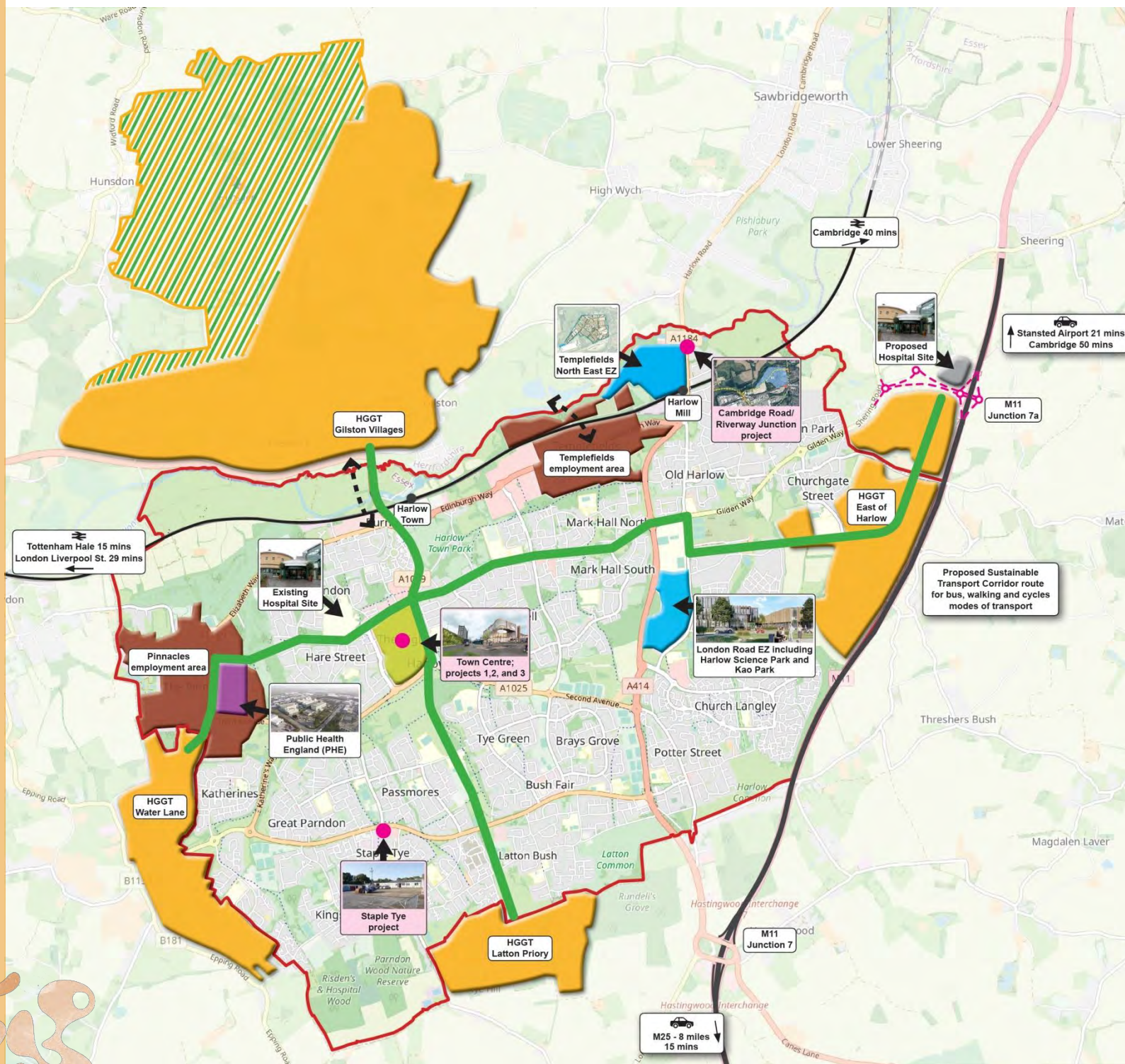


**3,010
Businesses⁽⁴⁾**



Harlow Key Statistics

HARLOW



Key

- Harlow boundary
- TIP intervention areas
- Enterprise Zones
- HGGT locations
- Community Trust open space
- Main employment areas
- Proposed Hospital site
- Proposed Sustainable Transport Corridor
- New river crossings
- Railway stations

OUR EVOLUTION

Harlow is evolving from its 1947 New Town origins and its initial period of growth, through population decline and economic change, into the new Garden Community that builds on the existing town and embraces growth.



ORIGINS: 1947 - 1980

- Post-war New Town
- 1947 Masterplan created by Sir Frederick Gibberd
- Built around existing villages
- Green wedges key to connecting the town into the countryside
- Separate sustainable neighbourhoods

New Town Implications

- Original town boundary constraining our future growth and sustainability
- Built over a short period of time, aging infrastructure failing at the same time
- Impacts on our ability to function well as a place

RESTRUCTURING & REGENERATION: 1980'S

- Decline in Harlow's large scale manufacturing, reflecting changes in the national economy
- Harlow's population declines



"Harlow is a place that should organically grow and adapt over time – and thus the challenge of renewal and growth continues."

– Sir Frederick Gibberd



REGENERATION OF THE TOWN BEGINS DELIVERY: 1990 – 2008

- New housing including the renewal of some of the town's poorest estates
- Renewal of sports infrastructure
- Town centre redevelopment (The Water Gardens) and improvements
- Road Infrastructure and connectivity
- Positioning of Harlow as a place for growth – exploiting its location between London, Cambridge and London Stansted Airport
- Start to move away from large scale manufacturing towards Science, Technology, R&D, Retail and Service sectors

RECESSION: 2009

- Loss of 4,000 high value jobs from town following global collapse of Nortel Networks and GlaxoSmithKline decision to cease neuroscience discover
- Intensified perception of Harlow as a poor quality place with rising crime and antisocial behaviour.



SCIENCE & TECHNOLOGY LED GROWTH: SINCE 2010

- Policy to replace lost jobs, deliver housing growth and economic prosperity through key building blocks of
 - New employment sites, science and technology premises
 - New housing developments
 - Improved quality of life
 - Creating a vibrant town centre



MAJOR INVESTMENT & PROGRESS



The TIP is one element of the jigsaw of planned regeneration and renewal investment taking place in Harlow and supports the major investment projects which are PHE, HGCT, HSP, Junction 7a M11, and new Princess Alexandra Hospital.



Harlow Enterprise Zone & Science Park

SELEP investment provided early stage catalyst to the London Rd EZ site. The Kao Park Grade A office complex hosts c1,000 jobs and Kao Data, one of the UK's leading data centre campus developments, offers advanced data centres for high performance co-location.

Powered by 100% renewable energy and BREEAM rated Excellent, the Campus offers direct connectivity to the (digital) North London Artery and Superhighway 1.

The adjacent HSP benefits from this excellent digital connectivity. Two major buildings have been completed: NEXUS Grade A office building and ARISE Anglia Ruskin Innovation Centre. MODUS Mid Tech buildings are in development.

The next phase will deliver the Science Park core services area to support the growing innovation community.



Public Health England

The relocation of PHE HQ and National Science Hub to Harlow will boost the rate of economic growth by 2.5% per year.

The 2020 PHE Economic Impact Study for the relocation concluded that up to 2,900 jobs will be created, contributing £115m cumulative GVA to the economy from 2031 onwards.

This is a major opportunity for Harlow to maximise the benefits of this public investment. (PHE's Relocation to Harlow: An Economic Impact Assessment, Steer ED 2019).



New Princess Alexandra Hospital

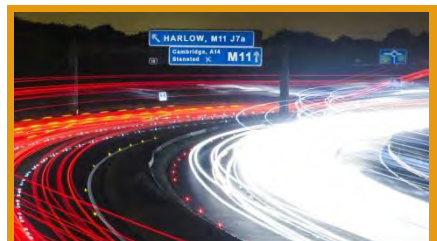
Government has recently confirmed funding for a new Princess Alexandra Hospital to be located adjacent to the new Junction 7a on the M11.



Harlow & Gilston Garden Town

Success in competing for science and technology investment and jobs depends upon the ability to attract and retain a talented, skilled workforce.

This relies on a location's ability to offer career opportunities, host leading global firms, and offer a vibrant community with a range of homes. The HGCT will address this aspiration, delivering 23,000 homes and population growth from 87,100 to c130,000 residents.



M11 Junction 7a

Harlow has been constrained by only one access to the M11 motorway and therefore the M25.

A second Junction (7a) is currently in delivery.

It will be key to delivering economic growth (particularly of the EZ and HSP – where planning conditions restrain development prior to delivery of 7a) and, enables housing growth through HGCT.

ACCELERATING TRANSFORMATION AND SUSTAINABLE INCLUSIVE GROWTH

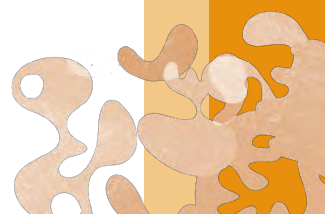
We need to accelerate the transformation of Harlow – to achieve a sustainable, inclusive, high-quality place to live and work, and ensure the town can weather the economic impacts of Covid-19. High-quality place-making drives innovation, science and technology-based industries, and attracts and retains vital talent.

To address this quality of place agenda, we have developed the theme of ‘safe, social and connected’ to ensure that our projects reflect that aspiration. We will ensure that digital infrastructure and innovation are integral to our projects as Harlow Council is part of the award-winning Digital Innovation Zone (Digital Leaders Awards 2020). We will also seek to achieve skills training opportunities for local residents and creative design interventions wherever possible in project delivery to enhance places and neighbourhoods.



This TIP appraises Harlow’s current opportunities and challenges, and focuses on solutions that can be achieved over the next five years. Our vision, strategy, and proposed projects accelerate and sustain the transformation of Harlow, building on the last two decades of regeneration in the town.

We are prioritising projects that invest in our Town Centre, our infrastructure, our education provision and neighbourhoods to ensure local residents and businesses can benefit from the delivery of the major investment projects coming to Harlow.



SECTION 2

HARLOW'S OPPORTUNITIES & CHALLENGES

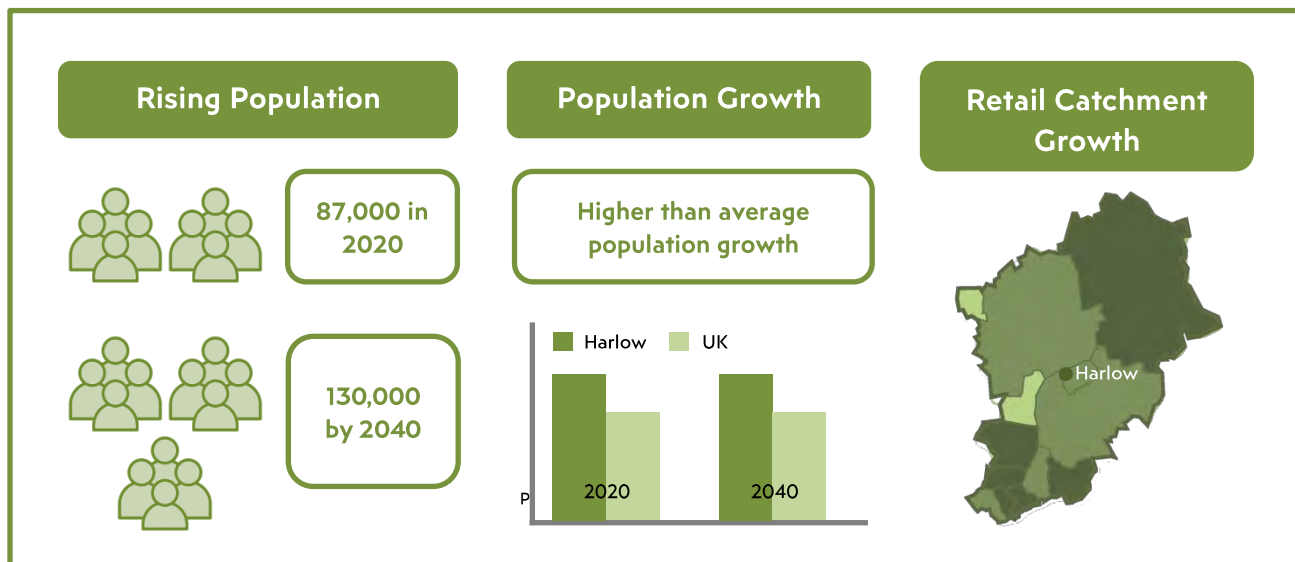


A VIBRANT, SAFE, SOCIAL AND CONNECTED TOWN CENTRE

OPPORTUNITIES

Strong population and housing growth forecast.

The 23,000 additional homes from HGGT will raise the population of the functional area of the town to 130,000 residents; in addition to this, the wider Town Centre catchment of 560,000 will experience significant population growth.



Rise in Town Centre residential development interest.

There is increasing demand for Town Centre living with several private sector residential developments in progress. Harlow Council plans to build 162 residential units at Playhouse Square to serve key workers, with support from the Future High Streets Fund (FHSF).

Quality place-making.

The FHSF bid will deliver improvements to two key Town Centre gateways, Stone Cross Square and Playhouse Square. They will become key hubs for events and community activities, commercial space and arts, creative and leisure activities to drive footfall and improve the overall visitor experience aligned with HGGT proposed sustainable transport corridors.

Arts and creativity at the heart of Town Centre regeneration.

Harlow has considerable arts and cultural facilities and assets – including the Playhouse theatre, Gibberd Gallery, Phoenix Live venue, Pardon Mill and a world class public sculpture collection.

Combined, these can create vibrancy and curiosity to define and deliver Town Centre regeneration. The importance of strong leisure, arts and cultural ‘anchors’ in our Town Centre will continue to support diversification as retail declines and more residential development emerges. This will attract visitors and support the re-emergence of the night-time economy.

CHALLENGES

The success of the Town Centre requires that it becomes safer, more social and connected.

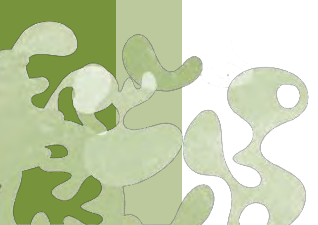
Harlow’s Town Centre has become a place of parts, some more successful than others, with poor connectivity and visitor experience and increasing perceptions of rising crime and anti-social behaviour. The evening economy offer has also declined significantly, leading to increased concerns for safety at night.

Poor quality public transport and connectivity.

Public transport in Harlow is poor. The bus station area particularly suffers from poor perceptions of personal safety and vulnerability to crime which deters public transport use. Employment areas have few services. Modal shift towards sustainable travel services and connecting infrastructure will support the development of HGGT.

The decline of retail.

Before the pandemic, the retail vacancy rate was high, at 23%. There is significant leakage to other retail centres, and currently no high end or premium retailers are located in the Town Centre. Harlow Town Centre’s retail ranking has declined from 168 in 2012 to 185 in 2017⁽⁵⁾. Harlow residents have lacked the consumer spend to underpin retail and commercial investment and support a quality retail offer.

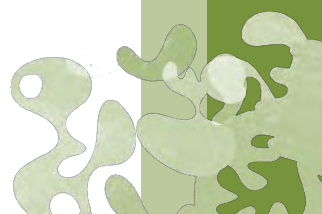


The impact of large-scale permitted development office to residential use conversion.

Town Centre schemes, created by the private sector are servicing other local authorities' unmet housing needs. This has significantly impacted the social mix of the Town Centre population, the quality of residential accommodation, and crime levels.

PRIORITIES

- Improved footfall will address resident and visitor concerns ensuring the Town Centre feels safe, more social and well connected.
- Ensure development of high-quality public realm incorporating digital assets that support visibility, safety surveillance, better navigation, creative arts and leisure events and activities that create interest and curiosity.
- Deliver a new transport interchange to encourage accessibility and delivery of sustainable public transport services and return vibrancy and safety back to that location.
- Put existing arts and cultural offer at the heart of regeneration and redevelopment, particularly the world-class public sculpture collection.
- Rebalance the Town Centre residential offer with good quality provision.
- Provide space for the return of office-based businesses and workers



IMPROVED CONNECTIVITY - TRANSPORT AND DIGITAL INFRASTRUCTURE



OPPORTUNITIES

Harlow is at the centre of the UK Innovation Corridor with regional, national and international transport infrastructure.

Harlow benefits from close proximity to London and Cambridge. With rail services to London Liverpool Street (35 minutes) and Tottenham Hale and Stratford (20 minutes), proximity and access to the M11 and A414, Harlow is also close to London Stansted Airport, 12 miles north east, which pre-Covid-19 pandemic was the fourth busiest airport in the UK.

Transforming the transport network. Work has started on the new motorway access for the town at M11 junction 7a.

Work has started on the new motorway access for the town at M11 junction 7a. Manchester Airport Group has invested £150 million improving London Stansted Airport and is investing a further £600 million in the largest airport transformation programme since 1991. HGGT has unlocked £172 million of local infrastructure funding with a bias to sustainable travel modes.

Digital connectivity and the Internet of Things (IoT) are improving the quality of life and business efficiency.

Harlow is the birthplace of optical fibre technology and we want to embrace the new generation of technology to support the best possible quality of life and business environment. We want to embed technological innovation into Town Centre regeneration and management, the renewal of our neighbourhoods and the employment areas.

Strong demand for sustainable, integrated zero emissions transport solutions from Harlow residents.

The Garden Town Transport Strategy Consultation demonstrated:

HGGT Transport Strategy Consultation

Support for integrating employment use into housing-led developments



Better communication of the current transport infrastructure and usage



Modal shift to sustainable travel



Enhanced cycling infrastructure



Improvements to bus and rail services



Infrastructure for electric vehicles



CHALLENGES

Harlow Town Centre Bus Station must facilitate future modal shift and associated growth in sustainable public transport services.

The area requires investment to ensure it offers an excellent quality key gateway to Harlow and connects with the proposed sustainable transport corridors.

The Harlow and Gilston Garden Town development requires significant modal shift – to achieve 60% of journeys using sustainable modes in the new Garden Town sites, and 50% within the existing town. In the 2011 Census, 60 % of those in employment in Harlow District travelled by car or van to work, 4% travelled by train, 4% took the bus, and 2% cycled⁽⁶⁾. This demonstrates the potential scale of increased use of public transport and cycling.

HGGT growth will increase demand on existing infrastructure. Essex County Council concludes that this major growth will increase demand for public transport including bus services, rail services, cycle parking and routes, and the bus interchanges at the Town Centre and railway station.

PRIORITIES

- **Deliver a high-quality sustainable transport interchange.**
This will be designed to maximise sustainable public transport and active travel options with maximum space efficiency and capability to evolve as new digitally managed on-demand travel options emerge.
- **Ensure closer integration of transport routes and modes, using technology and upgraded infrastructure.**
This will involve better links between existing assets and routes, e.g. between the transport interchanges at the Town Centre and railway station.
- **Modal shift to particularly public transport, cycling and walking will increase environmental sustainability and decrease carbon emissions and costs of congestion.**
The provision of interchange nodes, digital connectivity and integration with transport, and improved navigation in the Town Centre and its neighbourhoods will help to ensure that the Town is safe, social and connected.



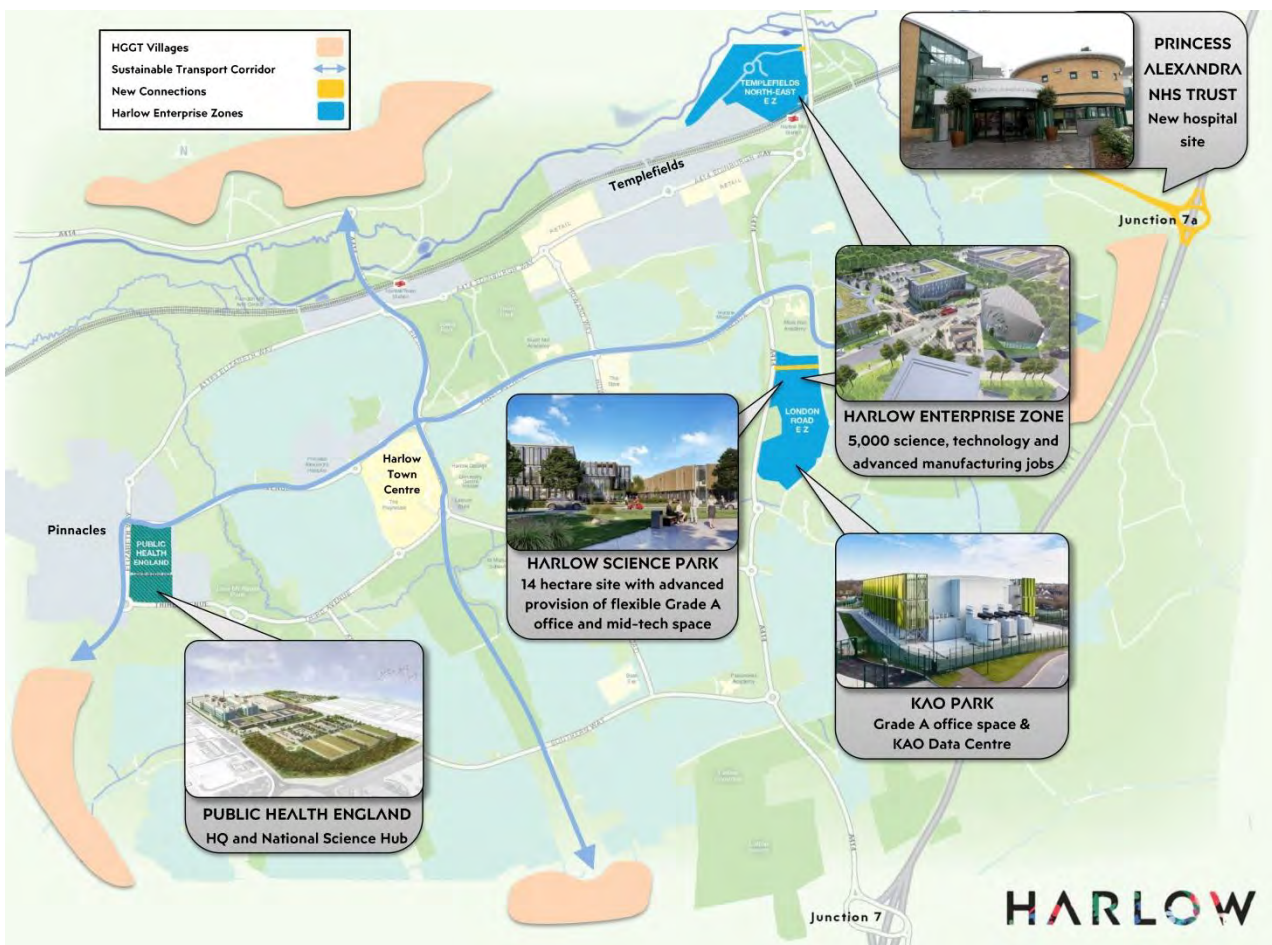
ACCOMMODATING THE JOBS OF THE FUTURE

OPPORTUNITIES

Harlow has attracted considerable investment in employment sites over the past 5 years and major developments are planned and in progress.

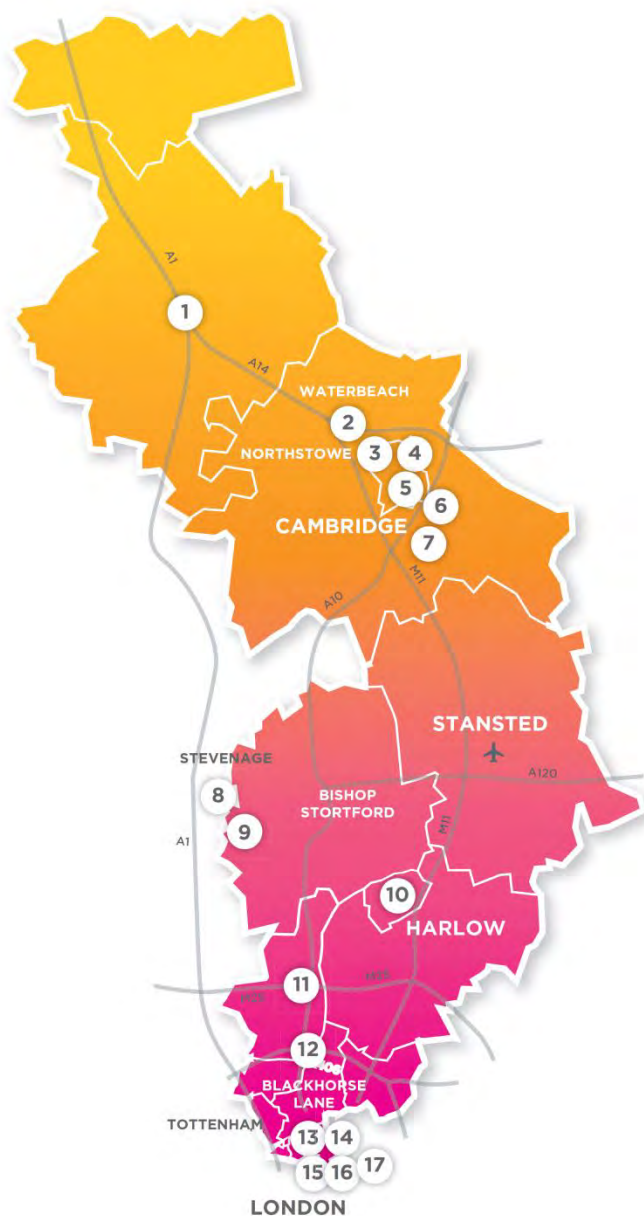
The Harlow EZ and HSP focus on the Life Science; Advanced manufacturing and ICT/Digital sectors over three sites: London Road South (Kao Park), London Road North (Harlow Science Park) and Templefields North East. Continued success will require a pipeline of suitably skilled employees.

Major Investments Sites



Harlow is at the centre of the UK Innovation Corridor.

Its success is built on research institutes and businesses with global renown in the life sciences and tech sector. The arrival of Public Health England will strengthen the sector in Harlow and the Corridor. The impact of Covid-19 may hasten business and employee interest in moving from the Corridor cities, seeking a less urban yet still well-connected location.

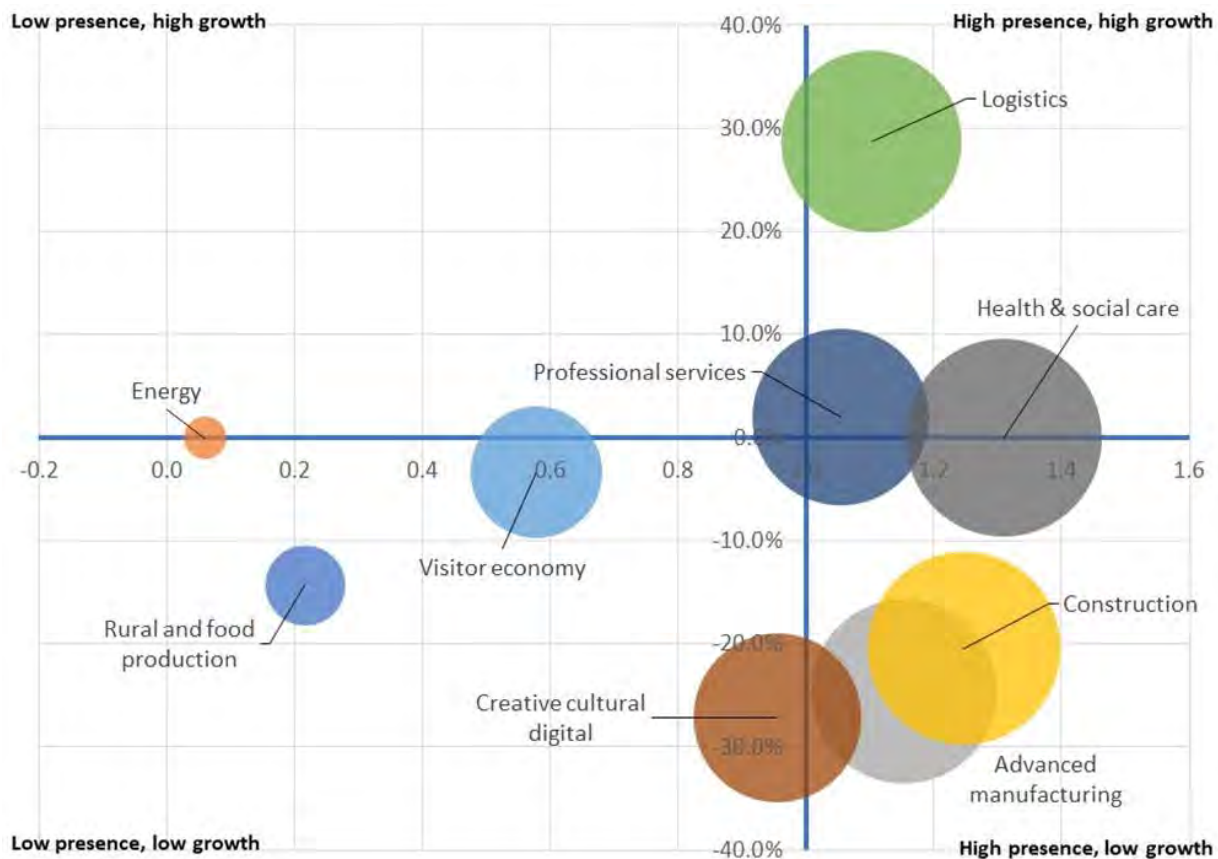


1. Alconbury Enterprise Zone
2. Cambridge Science Park
3. Anglia Ruskin Medtech Campus
4. Wellcome Genome Campus
5. Arm Holdings
6. AstraZeneca
7. Stevenage Bioscience Catalyst
8. GSK
9. Harlow Enterprise Zone
10. Broxbourne Park Plaza
11. Meridian Water
12. Google
13. Here East
14. The Francis Crick Institute
15. University College London (UCL)
16. Royal Docks Enterprise Zone

Harlow has a significant presence and specialism in logistics, professional services and health and social care which offer growth potential.

Enabling sectors such as professional services, logistics, culture and digital, and visitor economy to facilitate a supportive business environment in Harlow, whilst foundational sectors such as health and social care, education and retail are important in meeting the needs of our population and enhancing our quality of life.

Presence of sectors relevant to the UK Industrial Strategy



Source: Business Register and Employment Survey 2018, ONS

CHALLENGES

Regeneration of existing employment land within Harlow to meet demand.

Local Plan employment land need projections are predicated on 70% existing land re-use. The West Essex and East Herts Employment Needs Assessment (2017) identified the need to accommodate growth of 51,000 additional jobs over the period 2011-2033 - 13,400 of which were identified for Harlow.

Building high-quality premises at scale and speed.

Despite favourable demand conditions, development and building of new premises has depended on Harlow Council playing a significant role as developer and co-investor along with private investment partners, and other public sector investors including Anglia Ruskin University, SELEP and PHE.

Providing high-quality employment sites, amenities and communities to attract jobs and workers.

Science and technology industries choose locations with workforce availability and talent. Talent chooses quality of place as a prime consideration in deciding where to locate and work. This underlines the need for high-quality business premises and housing and communities with excellent amenities.

PRIORITIES

- Accelerate the further delivery of Harlow Science Park and Enterprise Zone.
- Enable the delivery of quality business accommodation in Harlow's employment areas, neighbourhood centres and Town Centre.
- Consolidate the Public Health England relocation project.
- Support the delivery of skills training initiatives for local residents to enable their access to good quality employment.



UPSKILLING RESIDENTS FOR GOOD QUALITY EMPLOYMENT

OPPORTUNITIES

Successful Track record in growth sector employer-led Further and Higher Education provision.

Harlow College delivers a strong educational offer oriented to local employers. The Advanced Manufacturing and Engineering Centre has been established and the first on-site airport College at London Stansted Airport provides a range of airport related vocational education. Harlow College, Anglia Ruskin and Essex Universities have signed Memorandums of Understanding with Public Health England to support their future employment needs.

Digital and STEM skills underpin the success of science and technology industries.

FE and HE programmes, along with that of the BMAT STEM Academy, complement the target sectors of the Enterprise Zone, providing science and technology programmes for 14-19 year olds.

Growing demand for science, technology and health workers.

The number of science, technology and health professionals and associate professionals jobs is forecast to rise by 2,000 between 2015 and 2035 in Harlow. Life Science and Tech sectors are growing in the wider UK Innovation Corridor.

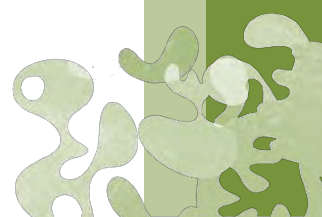
Growing workforce.

Harlow has a growing population and is projected to grow further with the new residential developments of HGGT.

CHALLENGES

Harlow under-performs on degree-level qualifications attainment.

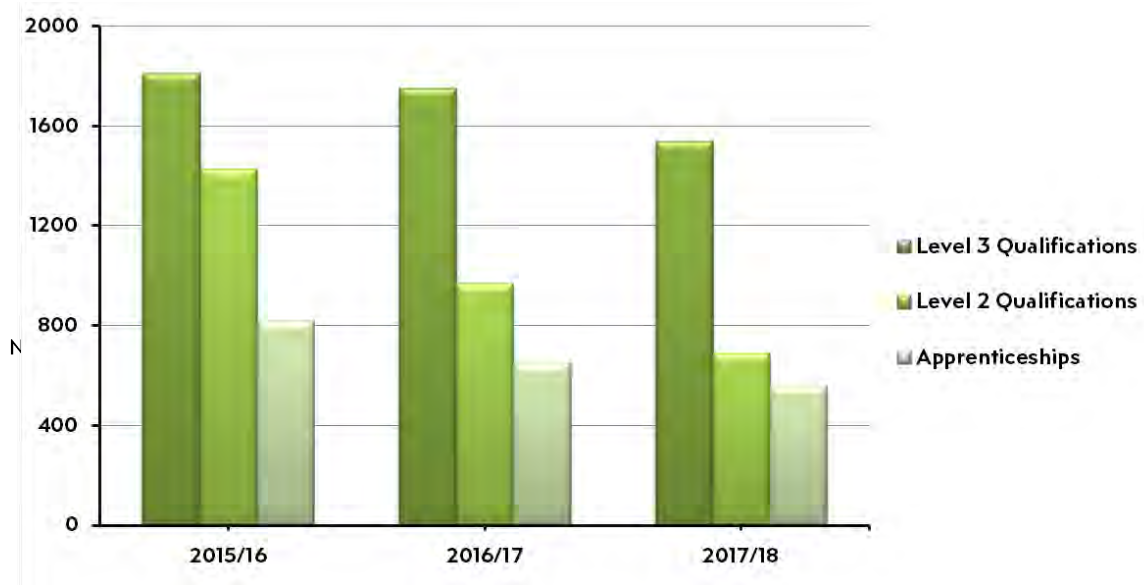
35.9% of Harlow's working age (16-64) population were educated to NVQ4 (degree level) or above in 2019 - above the Essex rate of 33.5%, but below the UK rate (40.2%)⁽⁷⁾.



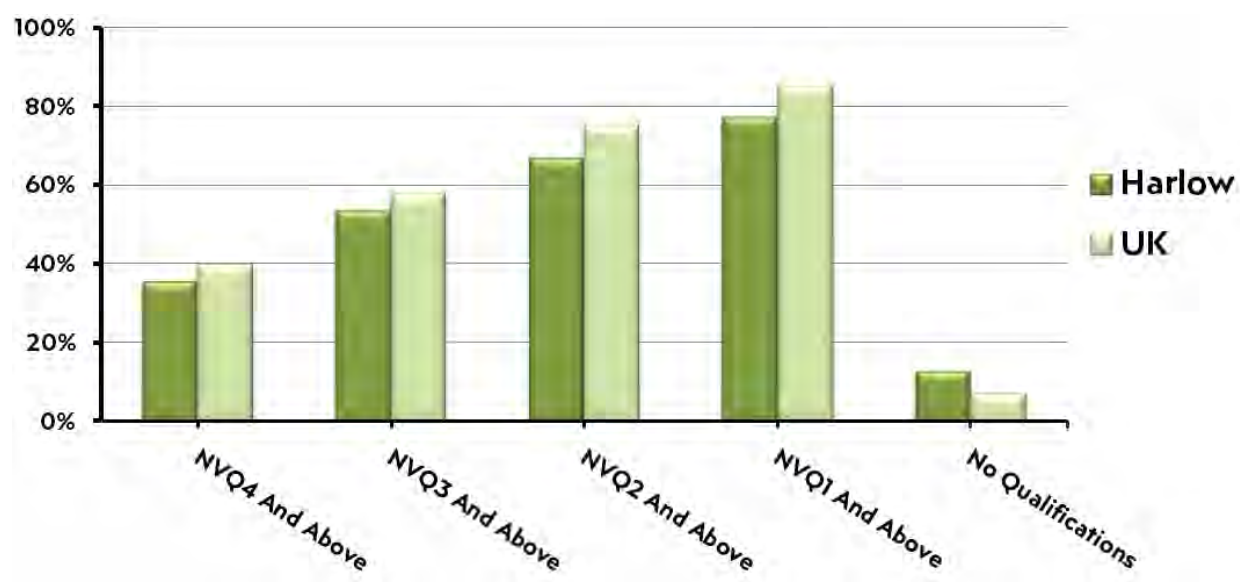
Harlow has low and falling levels of participation amongst residents in education and skills training and a persistent share of residents have low, or no qualifications.

Harlow has some of the lowest HE participation rates in the country - with neighbourhoods in Harlow either categorised as Quintile 1 or 2 for HE participation. Participation by residents in FE, studying level 2 and 3 qualifications has fallen for two consecutive years, as have apprenticeship starts.

Further education and apprenticeship participation in Harlow



Percentage of Working Age Residents with a Qualification



Source: ONS, Annual Population Survey, 2018

Deprivation remains a challenge in Harlow.

Harlow is ranked as 2nd (after Tendring) out of 12 in Essex for overall deprivation. In 2019, Harlow was ranked 100 of 317 lower tier authorities in England for deprivation- placing it in the lower 40% of most deprived nationally⁽⁸⁾.

PRIORITIES

- Ensure core and digital skills are accessible to local residents, reducing the number with no qualifications.
- Expand the FE and HE offer for digital and STEM skills by working with anchor institutions such as PHE and PAH and other large employers in the growth sectors to ensure that skills provision is relevant to employer needs and assists employee progression.
- Ensure young people are supported through the Covid-19 economic downturn with employment opportunity programmes, expanded Information Advice and Guidance provision and awareness – all in partnership with anchor institutions and large employers.



EMBEDDING CREATIVITY INTO REGENERATION

OPPORTUNITIES

Harlow has a world class public sculpture and significant cultural offer, resident artist and creative community.

Our focus will be on supporting the vitality of the sector and its role in diversification of the Town Centre offer, along with its influence on quality place making.

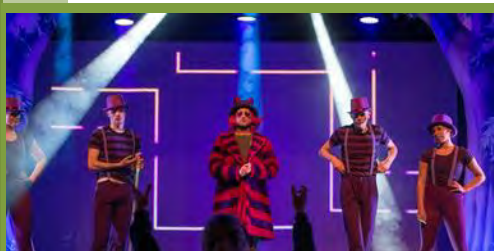
Our world class public sculpture collection of 101 pieces is managed by Harlow Arts Trust. Town Centre highlights include works by Rodin, Henry Moore, Barbara Hepworth and Elisabeth Frink. The Trust also runs The Gibberd Gallery in the Civic Centre.

The development of a cultural quarter in Harlow Town Centre.

Our FHSF bid is targeted at underpinning the future of culture and the arts in Harlow, whilst acting as a catalyst for the wider regeneration of the Town Centre.

Cultural Leaders Group.

Harlow Cultural Leaders Group has been recently established and draws participants from organisations and facilities across the arts, heritage and cultural sector. The group is at the forefront of developing a forward strategy for arts and culture and can play a key role influencing the future business case development stage.



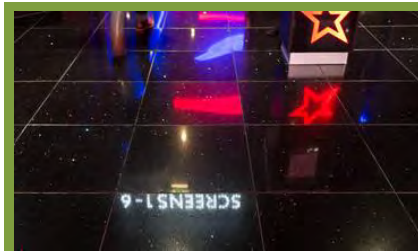
Harlow Playhouse

Local theatre situated in Harlow Town Centre; consisting of a 411-seat main auditorium, 120-seat studio theatre and class/rehearsal studios and bar.



Gatehouse Arts

Closed due to Covid-19, provided affordable artists' studios, gallery and community arts space.



Cineworld Cinema

£10m Harvey Centre shopping centre redevelopment incorporating a 6-screen cinema.



Phoenix Live

Community-run live music venue in Harlow Town Centre.



Parndon Mill

Arts and creative hub just a mile from Harlow Town Centre.

Lack of cultural quarter or focus for arts and culture.

Harlow has no cultural and entertainment quarter and such uses are dispersed within the Town Centre. Town Centre premises have been in 'meanwhile' use by artists whilst buildings await redevelopment. As redevelopment starts to progress, these opportunities are drying up and new permanent spaces must be found to create focus and interest in the Town Centre.

Low attendance and use of arts and cultural venues by residents.

Harlow is ranked in the lowest 20% of local authorities for cultural engagement. In 2015, only 37% of adults in Harlow had attended an arts event or participated in an arts activity at least three times over a period of 12 months⁽⁹⁾.

PRIORITIES

- Deliver a cultural quarter in the Town Centre to provide a spatial focus for arts, culture and creative industries.
- Integrate and use existing arts and cultural assets and capabilities to inform and embed creative approaches in Harlow's Town Centre and neighbourhood projects.
- Deliver Town Centre arts and cultural events to support recovery from Covid-19 and drive footfall from visitors, workers and residents.



THE RENEWAL OF HARLOW'S NEIGHBOURHOODS

OPPORTUNITIES

Population growth drives demand for services and employment space in the neighbourhood centres.

Harlow's population is growing. We can maximise the neighbourhood offer to meet demand for retail, services and workspace.

Rediscovery of the value of sustainable neighbourhoods & impact of Covid-19.

The Town and Country Planning Association and Sport England are promoting the concept of the 20-minute neighbourhood as a way of creating healthier, active communities, living locally and meeting daily needs within a 20-minute walk from home, with safe cycling and local transport options.

Covid-19 has raised the importance of the liveability of our neighbourhoods, with people spending more time locally. Harlow was planned with this concept of neighbourhoods, with retail, services, employment and social space and we must seek to renew it.

Cycle network connects the neighbourhoods throughout the town.

Our extensive cycle track network connects neighbourhoods to the town centre and enables active travel promotion. Neighbourhoods therefore have a larger catchment than the immediate area.

CHALLENGES

Decline in physical and connecting infrastructure.

Over time our neighbourhood centres have aged and incremental development has left some areas with poor walking and cycling environment and connectivity.

Decline in footfall due to changing retail and other services.

Changes in the retail sector, and other service delivery, has led to a decline in footfall and over reliance on larger grocery stores. This has damaged the vibrancy of the neighbourhood centres.

Lack of investment.

There is a lack of both private and public sector investment in the neighbourhood centres



Disparity with new HGGT neighbourhood centres.

The new neighbourhood centres of the HGGT developments will provide sharp contrast to the existing neighbourhood centres and potentially pull footfall away.

Proximity to areas of deprivation.

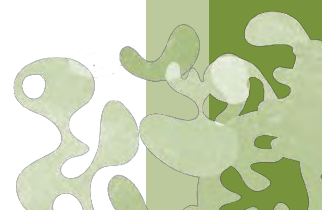
The Staple Tye neighbourhood centre is adjacent to areas of deprivation and this influences private sector investment.

Anti-social behaviour and crime.

The decline in the environment and connecting infrastructure both enables crime and ASB, and leads to safety concerns. This deters footfall or drives car usage as a means of visiting the neighbourhood centres.

PRIORITIES

- Public sector investment is imperative to lead the renewal of our neighbourhoods, providing confidence to the private sector to invest alongside. By providing both residential and workspace, and by improving connectivity (including digital), we can promote safe, social and connected 20-minute neighbourhoods as a response to Covid-19, that compares well to new HGGT neighbourhood centres.
- Cycle tracks and underpasses providing access to neighbourhood centres and employment areas require repair and improvement to encourage active travel modes.
- Workspace and homes need excellent digital connectivity to enable the live- work-local response to both sustainability and Covid-19 response.
- Flexible workspace to deliver both business support and skills outreach opportunities for residents improving employability and prosperity.
- Built infrastructure will provide opportunities to bring creative interventions into the neighbourhood in partnership with the community and local schools.



COVID-19 IMPACT

Covid-19 has triggered major economic impacts and hastened trends that are changing the way of life for both businesses and residents.

Harlow has experienced significant levels of furlough and higher levels of self-employment support. Unemployment has risen sharply and particularly for young people. Trends towards homeworking and online retail are accelerating.

Harlow's jobs are further at risk once furlough and support schemes end.

Harlow, and the Town Centre in particular, is heavily reliant on leisure, hospitality and retail activities. Therefore, jobs and investment are at significant risk.



The closure of arts and culture venues threatens their future viability.

The Gatehouse Arts Studios, (which provided affordable artists' studios, gallery and community arts space), the Playhouse theatre (except for resident groups) and the Gibberd Gallery remain closed. Creative business owners and artist's livelihoods are impacted by Covid-19.

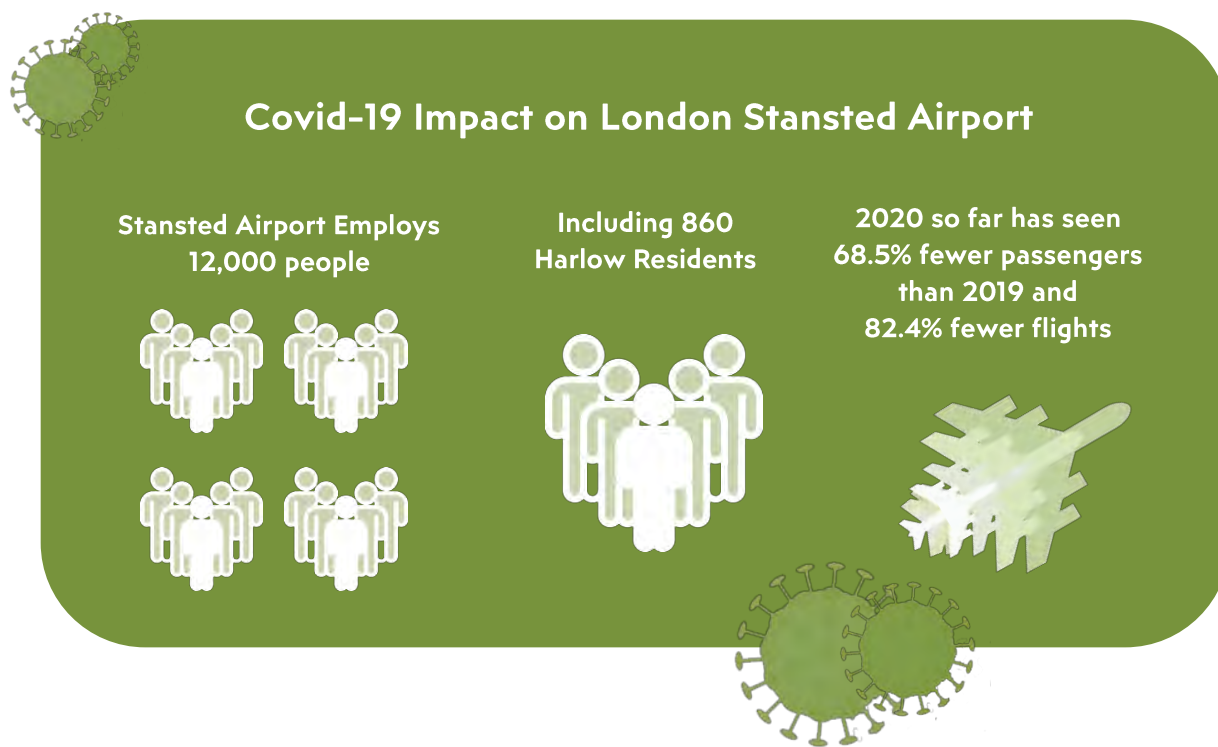
Exposure to Digital Exclusion.

Disruption to education provision has exposed a lack of digital connectivity and skills. This is a concern for many families, and particularly those located in permitted development office to residential conversions who are also likely to have felt more acutely the impact of lockdown on their mental health and wellbeing.

Covid-19 Impact on London Stansted Airport.

During lockdown the majority of employees at the airport were furloughed.

In September 2020 several major companies linked to the airport announced they were making large-scale redundancies.



Mental health and wellbeing impacts of Covid-19 economic measures.

The impact of social isolation, shielding due to ill health, financial insecurity and poverty faced by residents during lockdown, and as Covid-19 measures continue, will exacerbate residents' poor mental health and wellbeing. In 2017 Harlow has the second worst prevalence of common mental health disorders and suicide rates in Essex.

The rise of homeworking and decline of the long commute.

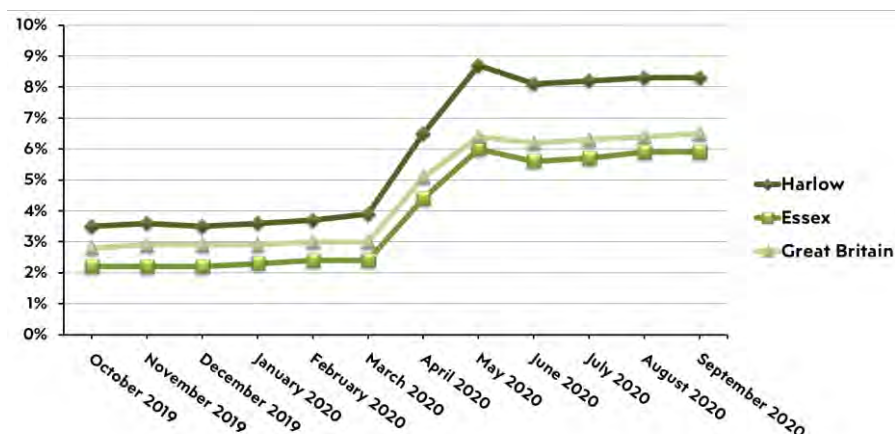
Covid-19 has hastened changes in working patterns and practice, with a huge shift to homeworking for previously office-based workers. Some businesses and employees may need different and less office space to enable a more professional environment and for teams to interact in a face to face manner. People may no longer be willing to make long commutes on public transport due to the risks of Covid-19. The evolution of 'hub and spoke' office operations and the need for flexible work spaces presents an opportunity for Harlow's economy. This supports our sustainable travel aims.

Migration from cities.

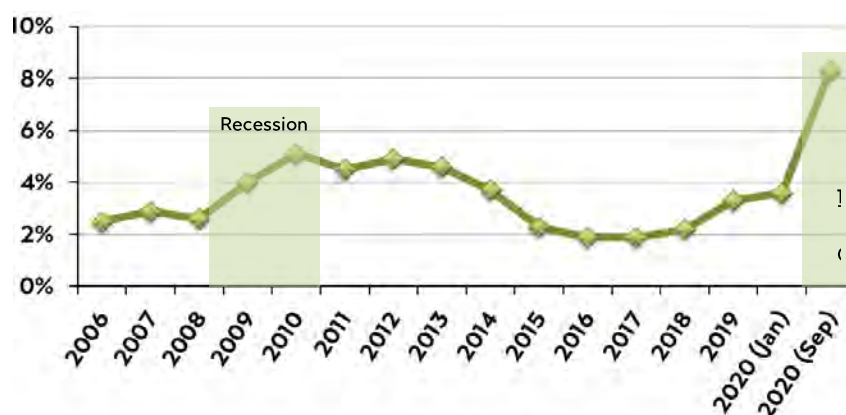
Local estate agents report a rise in interest from London residents in moving to Harlow seeking a less urban environment, particularly for families. Covid-19 and Harlow's competitive housing costs are driving this interest. Local workspace will also be needed for those moving here.

Increasing unemployment

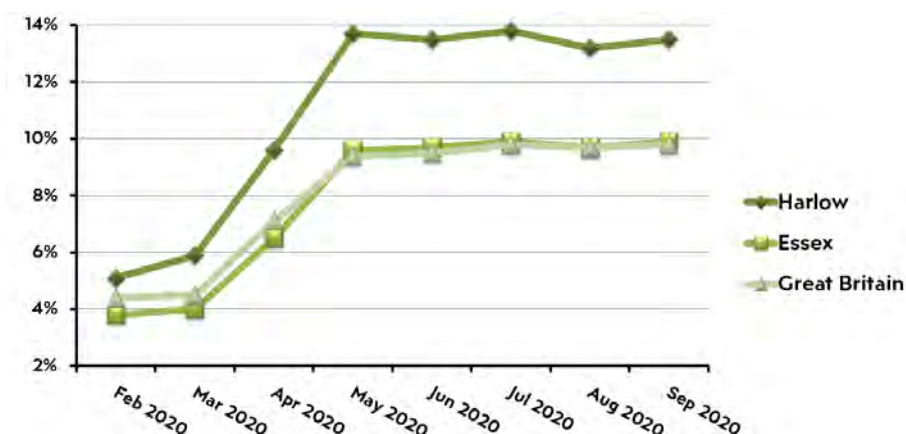
Claimant Count October 2019 - September 2020



Claimant Count 2006 - 2020



Youth Unemployment February 2020 - September 2020

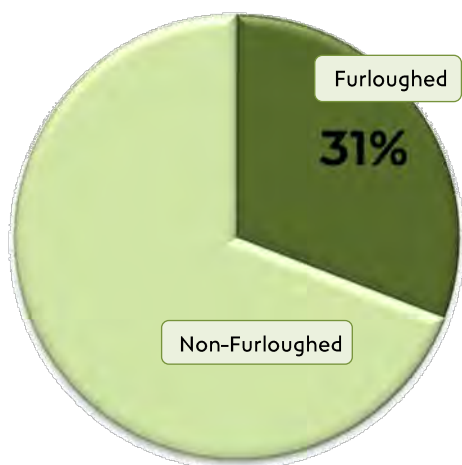


Source: ONS claimant count by sex and age

Note: % is number of claimants as a proportion of resident population of area aged 16-64 and gender

Furlough Support Scheme

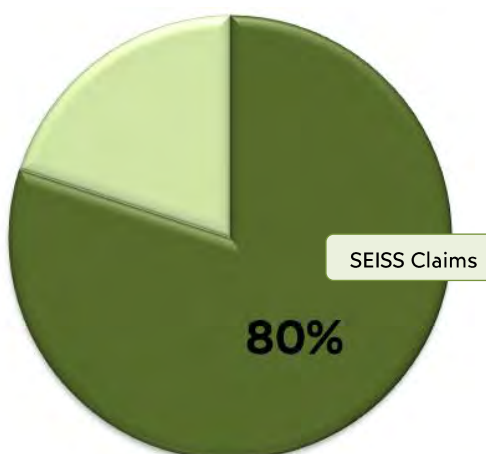
Percentage of Employees Furloughed



14,300 employees were furloughed in Harlow through the Coronavirus Jobs Retention Scheme

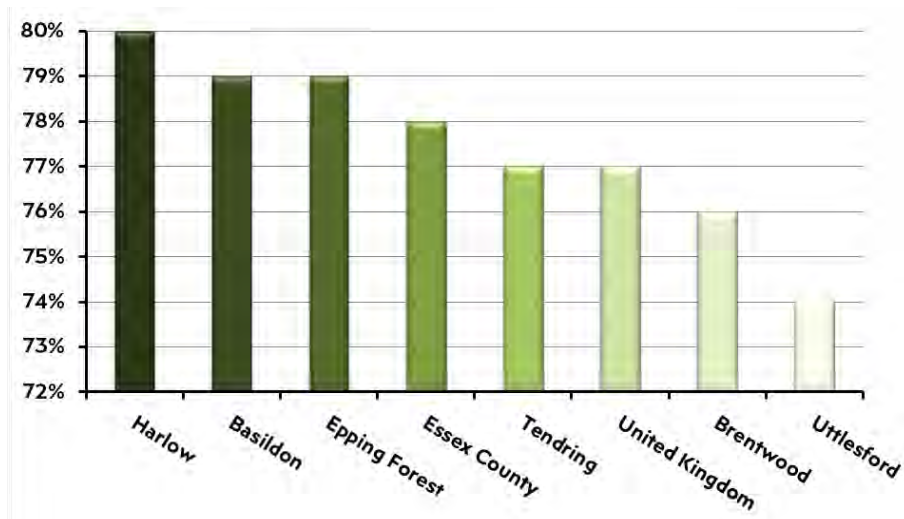
Percentage of Self-Employed Eligible to Claim

5,400 self-employed claimed support through the Self-Employed Income Support Scheme (SEISS), representing 80% of all those eligible



Source: HMRC CJRS and PAYE Real Time Information

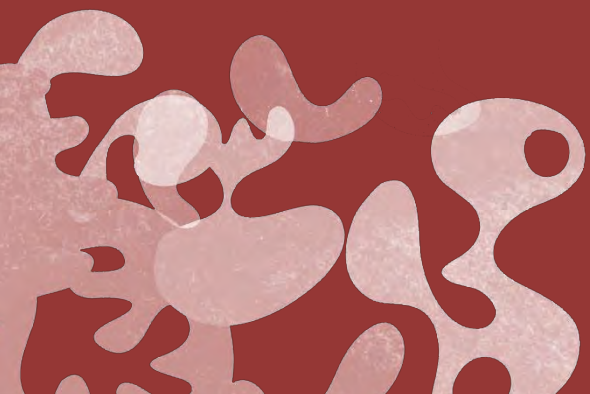
Percentage of SEISS Claims Location Comparison August 2020



Source: SEISS, Self-Assessment and ONS Postcode directory data up to 31st July 2020

SECTION 3

STRATEGY



TOWN INVESTMENT PLAN VISION

Harlow Growth Board (HGB) co-ordinates regeneration and growth activity for the town. It has crafted the TIP Vision to sit within the current strategic policy framework.

The HGGT project is the long-term vision for Harlow. Harlow Council's Local Plan and Economic Development Strategy underpin the TIP Vision, supporting priorities for the 5 year horizon of TIP delivery and building blocks for the longer term. HGB has identified that the delivery of the vision requires an integrated approach and strong partnership working addressing multiple opportunities and challenges, joint solutions and the successful delivery of projects.

Harlow Town Investment Plan Vision:

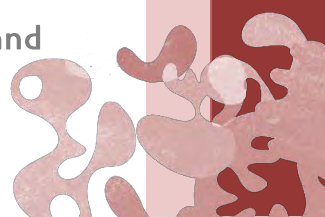
The pioneering town of Harlow, located at the heart of the UK Innovation Corridor between London and Cambridge, will grow inclusively into a vibrant new Garden Town, embracing exciting opportunities to build on our existing sectors in health, science and technology, innovation and creativity.

Harlow will have a thriving, enterprising and vibrant Town Centre and a beautiful town park at its core. Our town and its neighbourhoods will be connected through strong community networks, high-quality digital infrastructure, and people-friendly route ways highlighting our internationally renowned public sculpture.

The Enterprise Zone and Harlow Science Park will lead the transformation of all our dedicated employment areas, delivering an environment where business and enterprise can start up and scale up and invest. Our people will have access to high-quality skills training pathways that will enable them to aspire to and access quality employment. Our mission is to drive economic success and prosperity for all.

We will achieve this through the following objectives:

- A. Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments such as the relocation of Public Health England, the Harlow Science Park and Enterprise Zone, the new Princess Alexandra Hospital, Town Centre Regeneration and the Harlow & Gilston Garden Town project.
- B. Reimagining the Town Centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving place.



- C. **Aligning and developing skills of local residents to take advantage of future employment opportunities.** Driving investment in skills training infrastructure to better align the skills of local people to take advantage of the more diverse range of emerging employment opportunities.
- D. **Creating modal shift in transport and better connecting the Town Centre.** Investing in strategic infrastructure (road, rail and digital) to create modal shift and economic benefits that makes the best of our geographical location at the centre of the UK Innovation Corridor.
- E. **Creating a sustainable, functioning new Garden Town that integrates into the existing Town.** Fostering the new Garden Town community that will enjoy a great environment where all can prosper. A functioning healthy town that meets people's needs without the need to commute out.
- F. **Piloting and adopting science and technological innovation to support the regeneration and prosperity of the town.** Building on our heritage of innovation, we will embrace technologies to enable the reinvention of the Town for our current and future generations.
- G. **Enhancing and developing the arts and cultural offer for visitors and residents.** Enhancing, promoting and encouraging investment in our cultural offer including the Town museum, sculpture trail, the new Playhouse Quarter, gallery and artist spaces and our green spaces to maximise the visitor economy and enrich the quality of life of the town.



STRATEGIC OVERSIGHT

HGB will oversee a portfolio of key projects and programmes of activity and investment that support economic growth and regeneration in Harlow.

The TIP therefore sits in this context and is a key enabler of major investments and building blocks to achieve the long- term vision.

HGB will seek alignment of investment, integrated development and delivery, and in doing, so, maximise opportunities and outcomes. The HGB will seek to leverage and maximise private sector investment and identify additional opportunities to take forward aspects of the vision.



An assessment of strategies and partnerships relevant to the production of the TIP and vision has been undertaken. Its aims were to understand the context for the work of the HGB, how the vision should be crafted, and which projects would assist its delivery. This mapping exercise is to be found in the Annexe.

Summary of Key Partnerships:

Businesses	Harlow Growth Board	Partnerships	Education <ul style="list-style-type: none"> • Schools • Harlow College • HE Harlow Skills Forum 	Our Communities
Key Anchor Institutions	Harlow & Gilston Garden Town	Cultural Leaders Group Harlow Art Trust	Third / Voluntary Sector Rainbow Services	Local Politicians <ul style="list-style-type: none"> • MP • Councillors • Youth Councillors
Chamber of Commerce	Essex County Council	Health Partnerships <ul style="list-style-type: none"> • CCG • One Partnership • Harlow Health Trust Centres 	Transport Providers	Discover Harlow Ambassadors
Businesses Local to the Projects	SELEP	Community Safety Partnership	Health & Social Care Providers PAH	Hard to Engage Groups <ul style="list-style-type: none"> • BAME • Disabled • Young People
Town Centre Retailers & Landowners	UK Innovation Corridor	DIZ: Essex & Herts Digital Innovation Zone	Housing Providers & Residents Groups	Community Forum

Our TIP priorities are reflected in the strategic policies and plans of Harlow Council and key partnerships, recognising the importance of investment in the Town Centre, our infrastructure, education provision and neighbourhoods. These partnerships have contributed to and informed Local Plan policies, regeneration and economic strategy over the last two decades.

“The Harlow TIP has good strategic alignment with SELEP’s draft LIS and the developing Recovery and Renewal plans and builds on the almost £23m of investment SELEP has made in the Harlow area through the Local Growth Fund and Growing Place Fund.

The projects identified in the TIP will all deliver outputs and outcomes that will contribute to realisation of our Smarter Faster Together Strategy priorities of Creating Ideas and Enterprise, Creating Places and Developing Tomorrow’s Workforce.”

– Adam Bryan, Chief Executive Officer
South East Local Enterprise Partnership

PROJECT PRIORITISATION PROCESS

Our prioritisation process has focused on projects that respond to issues raised by local people in our consultations. This has created a programme of activity within the 5 year horizon of TIP delivery.

The TIP forms a foundation for the achievement of the longer term HGGT vision and is one element of the jigsaw of regeneration and renewal investment taking place in Harlow.

Project Prioritisation Process

We undertook a robust and transparent project prioritisation process which actively involved HGB Members.

Our long list of over 70 projects was based on plans, policies and previous consultations and engagement. HGB members reviewed this list and suggested further projects that would meet the Towns Fund criteria.

There followed a thorough two-stage prioritisation process reducing the number of projects to a shortlist. This was further prioritised by the HGB members ranking their top three projects.



Our Project Prioritisation Process:

Stage 1: July 2020

Creating a longlist of 70+ projects

- A long list of projects that fitted the Towns Fund Intervention Framework themes was circulated to the Growth Board who were asked to review and put forward any additional projects.

Stage 2: August 2020

Two stage shifting process

- A two stage prioritisation process and criteria was presented to and agreed by the Growth Board.
- Stage 1 reduced the longlist of projects to 22 projects. Growth Board members were asked to review and vote for their top three projects as part of the scoring.
- Ranked shortlist of projects presented to the Growth Board.

Stage 3: September 2020

Growth Board feedback resulting in project refinement

- As a result of receiving feedback and challenge from Growth Board members we reviewed our priority projects to ensure that they would deliver the most impact for our town.
- Revised projects were presented to the Growth Board who agreed them.

Stage 4: October 2020

Public consulted on priority projects

- Public consulted on priority projects via Towns Fund webpage and social media campaign promoted via Harlow Council and Harlow Ambassadors Network.

The whole process is outlined in the Annexe.

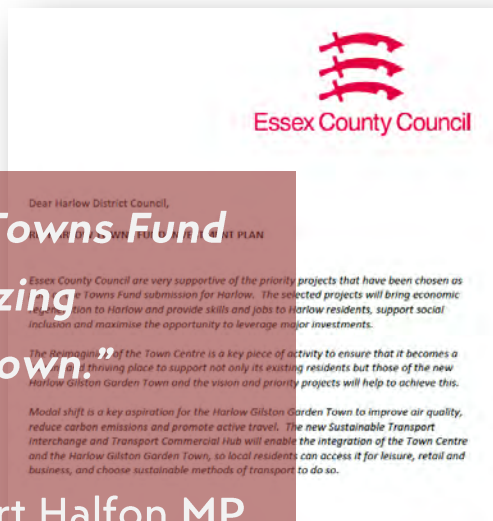
This process and subsequent public consultation reinforced the importance of improving the Town Centre, investment in our neighbourhoods, access to Templefields EZ areas and Harlow College.

Consultation also highlighted concerns about crime, ASB and perceptions of safety.

Included in the Annexe are letters of support from many of the HGB members demonstrating the strong level of support for our projects.

“I am delighted with the list of Towns Fund priority projects. This is an amazing opportunity to regenerate our town.”

- Rt. Hon. Robert Halfon MP



“The three proposed and interlinked town centre regeneration projects will be the catalysts to unlocking further town centre investment, bringing about a town centre serving the needs of a Garden community planned to grow significantly.”

**- Guy Nicholson, Chair
Harlow & Gilston Garden Town**

Chair HGGT

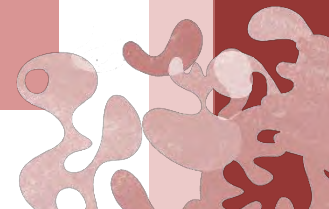
THEORY OF CHANGE

We have utilised theory of change modelling to refine project scope and test the achievement of required outcomes.

Theory of Change analysis for each of the proposed TIP projects can be found in the Annexe.

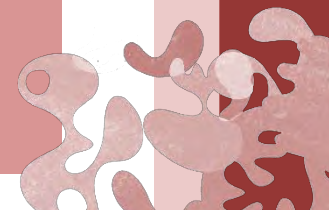
Table 1: Theory of Change analysis of the overall TIP

THEORY OF CHANGE COMPONENT	KEY POINTS
Local Context	<ul style="list-style-type: none"> • Building blocks required for 23,000 homes planned from Harlow and Gilston Garden Town • Major investments and opportunities taking place: PHE, PAH, EZ/HSP • Ageing infrastructure • Declining Town Centre, addressing safety concerns and quality of place • Neighbourhood renewal • Stagnant jobs growth • Sculpture Town • Covid-19 impact – marked impact on young people’s employment
Strategic Context	<ul style="list-style-type: none"> • Attracting Science & Technology based industries – EZ & HSP • Harlow and Gilston Garden Town major population growth • Creating a vibrant Town Centre to support economic and population growth • Creating the environment and quality of place to attract business • Connecting to the UKIC – assets, labour market, inward investment • Part of the Digital Innovation Zone – Digital Leaders award 2020 • ‘Levelling up’ Harlow



THEORY OF CHANGE COMPONENT	KEY POINTS
Objectives	<ul style="list-style-type: none">• Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments• Need to accelerate delivery of infrastructure including digital innovation• Reimagining the Town Centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving place• Aligning and developing skills of local residents to take advantage of future employment opportunities• Creating modal shift in transport and better connecting the Town Centre• Creating a sustainable, functioning new Garden Town that integrates into the existing Town• Piloting and adopting science and technological innovation to support the regeneration and prosperity of the Town• Enhancing and developing the arts and cultural offer for visitors and residents
Inputs	<ul style="list-style-type: none">• Replacement sustainable transport interchange• New high-quality flexible work space within the Town Centre• New high-quality / affordable residential units in the Town Centre• Public realm improvements to key areas of the Town Centre• New commercial and flexible workspace in Staple Tye neighbourhood• Cycle track improvements• New link road junction to Enterprise Zone area• Refurbishment of two existing Harlow College campus buildings into state-of-the-art STEM teaching facilities• Embedded digital infrastructure and networks

THEORY OF CHANGE COMPONENT	KEY POINTS
Outputs	<ul style="list-style-type: none"> • New sustainable public transport interchange on existing bus station site • New Town Centre gateway building with high-quality flexible workspace and residential units • Improved public realm in Town Centre • New local high-quality commercial workspaces • New link access road to Enterprise Zone • Improved cycle tracks • New Institute of Technology offering state-of-the-art STEM teaching facilities
Outcome	<ul style="list-style-type: none"> • 580 new jobs , including 230 Construction Jobs • Crime reduction (10% per annum) • 20% increased footfall • £16,646,000 GVA per annum • Arts Engagement increasing from lowest 20% to 2nd Quintile • Creation of 22,279sqm floorspace • Vibrant and attractive Town Centre • Modal shift to sustainable transport • New higher value employers attracted to locate in town • More local residents accessing local high value jobs • Improved local STEM educational offer locally • Development of higher qualified STEM qualified local residents • Increased levels of digital inclusion amongst residents and businesses • Increased number of local businesses and public sector organisations utilising digital channels and technology increasing productivity • Increased businesses locating within the Town • Increase in local jobs • Greater social inclusion within the Town



THEORY OF CHANGE COMPONENT	KEY POINTS
Impact	<ul style="list-style-type: none">• Increased economic prosperity for Town's residents and businesses• Development of sustainable Garden Town• Delivery of TIP Vision• Improved sustainable local educational offer• Improved educational attainment levels• Increased investment within the Town• More jobs and businesses located in the Town• Reduction on the negative perceptions of Harlow and its Town Centre• Harlow becomes known as innovative growth centre for science and technology at the heart of the UKIC, supports SELEP Regional Strategy and delivers for UK plc

“ Perceptions of Harlow as a place to live and do business are generally poor. This has major implications for attracting and retaining PHE employees to / in the area, and also in developing the Life Science cluster.”

SECTION 4

TOWN INVESTMENT PLAN PROJECTS



TOWN INVESTMENT PLAN PROJECTS

Six transformational projects have been identified that are deliverable within the funding period, address gaps in investments and outcomes, and accelerate Harlow's renewal.

Full details of each project are contained in TIP2 and a Theory of Change analysis is contained within the Annexe.

Table 2: Summary of Projects

	PROJECT	DESCRIPTION	TIP Ask
1	Town Centre 1: Sustainable Transport Interchange – Infrastructure Layout	Transport interchange for all sustainable and public transport modes (bus, bicycles, e-bikes and walking)	£5m
2	Town Centre 2: Sustainable Transport Interchange – Transport & Commercial Hub	Landmark building that would support transport-related uses, workspaces for small businesses, and residential accommodation	£10.5m
3	Town Centre 3: Safe, Social & Connected Phase 2	Improving connectivity and street scene in Broad Walk to create quality of place that supports greater footfall and activity and connects with the sustainable transport Hub. Support for a programme of Town Centre activities	£3.875m
4	Staple Tye Neighbourhood Renewal	Providing quality workspace and enhances connectivity between key neighbourhood assets	£3m
5	River Way / Cambridge Road Junction	New access for Templefields EZ area and facilities the delivery of key HGGT enabling road infrastructure	£2m
6	Harlow College – Institute of Technology	Support the delivery of an Institute of Technology at the Harlow College site and associated IAG project	£0.625m
	TOTAL TIP ASK		£25m
	Accelerated Fund: Safe, Social and Connected Phase 1	Public realm improvement to East Gate, Harlow Town Centre	£1m
	TOTAL FUNDING		£26m

Our prioritisation and consultation process resulted in Town Centre regeneration as the highest priority. Our first three projects are focused on the Town Centre and are inextricably linked to achieve the scale of transformation required for Harlow.

“Would like to see more buses especially in the mornings between the hours of 7am/9am it’s an absolute nightmare. It makes me and other people going to work so late.”



“The quality and vibrancy of the Town Centre offer will be vital to attracting PHE employees to live locally and capturing employee / resident spend locally.”

PROJECT 1: TOWN CENTRE: SUSTAINABLE TRANSPORT INTERCHANGE – INFRASTRUCTURE LAYOUT

PROJECT DESCRIPTION

The redevelopment of the existing Bus Station to provide the layout of movement and infrastructure for a new Sustainable Transport interchange.

This facilitates the interface with the proposed new sustainable transport corridor and provides for high-frequency public transport services on a well-designed operational layout. This reduces delays and facilitates the safe, accessible & efficient movement of passengers and vehicles.

It maximises convenience and utility by providing facilities such as cycle storage, seating and shelter.

Digital infrastructure will enable real- time passenger information and capacity for on-demand passengers’ services and movement management & monitoring.

RATIONALE

- HGGT planned growth of 23,000 homes
- 50-60% modal shift in favour of sustainable modes of travel required
- Connecting new settlements of HGGT to Harlow Town Centre
- Poor quality gateway and environment of existing bus station
- Enhances the Town Centre environment with high-quality place-making
- Will not be delivered by the private sector, requires public sector lead

DELIVERY LEAD

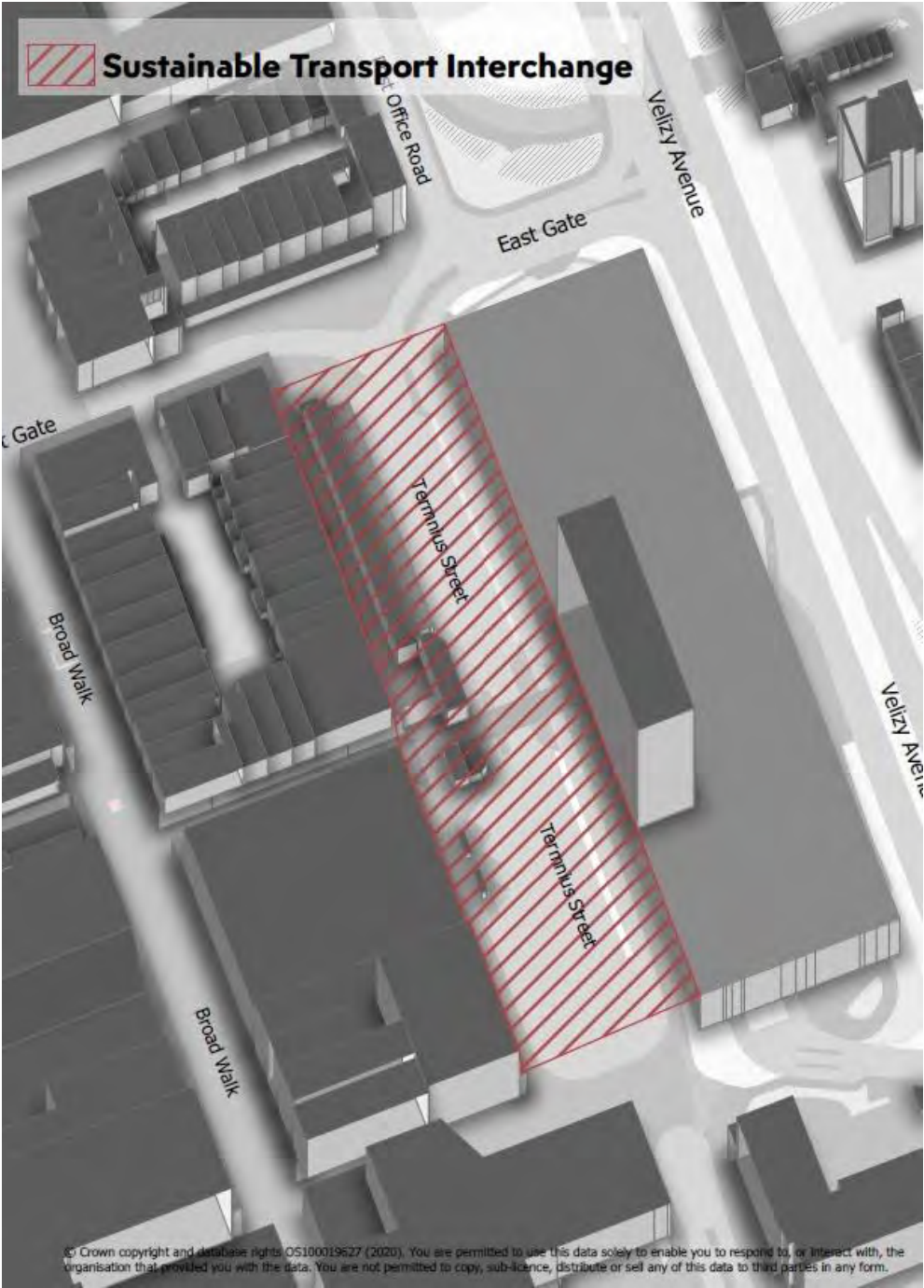
Essex County Council & Harlow Council

POTENTIAL MATCH FUNDING

£7m (Housing Investment Grant)

TIP ASK

£5m



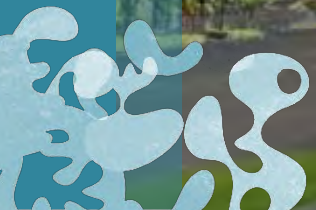


OUTPUTS

- New public transport and sustainable travel interchange – groundworks and surface layout, road junction infrastructures with STC
- Regeneration of 7018m² of existing bus station, street furniture, signage, lighting, planting, digital infrastructure for information, management system capability and CCTV, cycle storage and parking facilities

OUTCOMES

- Modal shift increased
- Town Centre footfall increased by 20%
- Crime reduction 10% per annum
- Improved quality of environment in key gateway
- Improved perceptions of Harlow Town Centre
- Private sector investment encouraged
- Improved resident health



PROJECT 2: TOWN CENTRE: SUSTAINABLE TRANSPORT INTERCHANGE – TRANSPORT & COMMERCIAL HUB

PROJECT DESCRIPTION

The creation of a mixed use transport hub building with facilities to support and promote first class sustainable travel, new homes and commercial work space.

This will be a landmark building, creating a high-quality gateway experience for visitors and will host quality flexible work space to return office-based employment to the Town Centre.

Residential units will occupy the upper floors.

RATIONALE

- HGGT planned growth of 23,000 homes
- 50-60% modal shift in favour of sustainable modes of travel required
- Connecting new settlements of HGGT to Harlow Town Centre
- Poor quality gateway and environment of existing bus station
- Enhances the Town Centre environment with high-quality place-making
- Will not be delivered by the private sector, requires public sector lead
- Decline of offices in Town Centre
- Balances the poor- quality office to residential conversions

DELIVERY LEAD

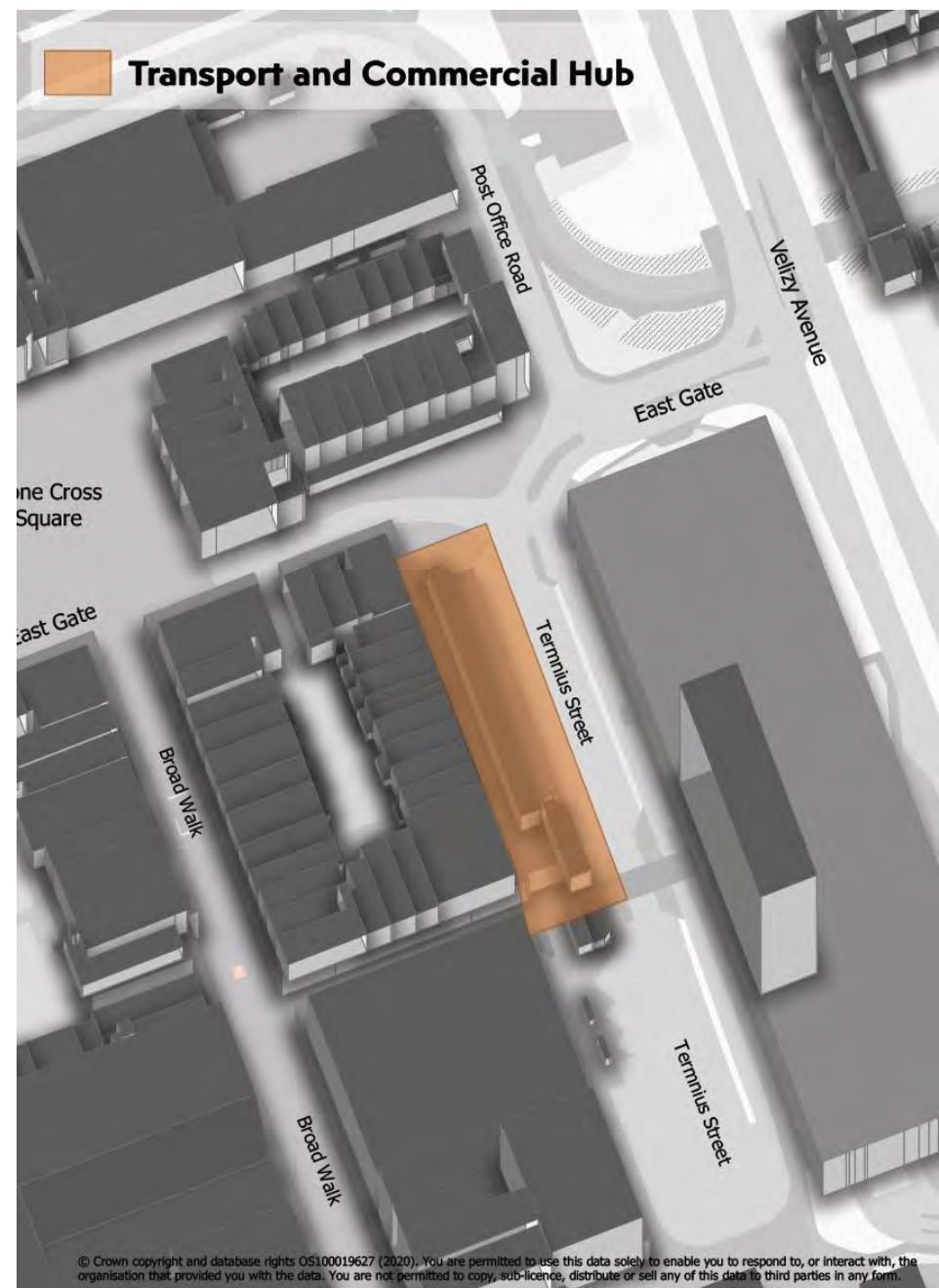
Harlow Council

POTENTIAL MATCH FUNDING

Being Explored

TIP ASK

£10.5m



OUTPUTS

- Transport hub building (17,500sq ft) - waiting area, toilets, travel information
- Flexible work space (17,000sq ft)
- Residential units (20 units per floor - scalable dependent on additional investment)

OUTCOMES

- Creation of a vibrant Town Centre destination
- Modal shift increased
- Town Centre footfall increased by 20%
- Crime reduction 10% per annum
- Improved quality of environment in key gateway
- Improved perceptions of Harlow Town Centre
- Private sector investment encouraged
- New business and jobs
- Improved resident health
- Increased revenues
- Increased business rates



PROJECT 3: TOWN CENTRE: SAFE, SOCIAL AND CONNECTED

PROJECT DESCRIPTION

To create safe, social and connected open public spaces reflecting the high-quality environment that exists elsewhere in the Town Centre. Phase 1 will be delivered by our Towns Fund Accelerated Funding, focusing on East Gate. This Project will be Phase 2, delivering the transformation of Broad Walk - the original Town Centre high street - to produce a high-quality vibrant destination, with connections to the new Transport Hub and Stone Cross Square (the intersection with the proposed sustainable transport corridor).

New surfacing, street furniture, signage, lighting and landscaping will create an excellent destination. Digital infrastructure will enable CCTV, lighting management, information systems, footfall and environmental monitoring and opportunity for creative digital experiences and installations.

The project will emphasise Harlow's status as a Sculpture Town, introducing additional sculpture and art to the street scene reflecting the distinctiveness of Harlow, its heritage and community. A programme of events and activities will bring vibrancy to the Town Centre.

RATIONALE

- Harlow Town Centre must become a vibrant, successful destination to meet the needs of current and future residents and support the success of major investments such as PHE, HSP/EZ & PAH.
- Suffers from a lack of investment, poor perception, crime and anti-social behaviour.
- Enables safe and diverse activities, part of Covid-19 recovery, bringing interest and curiosity to the Town Centre experience.
- The need to increase footfall, dwell time and consumer-spend.
- Improve the quality of environment for the Town Centre residential population.

DELIVERY LEAD

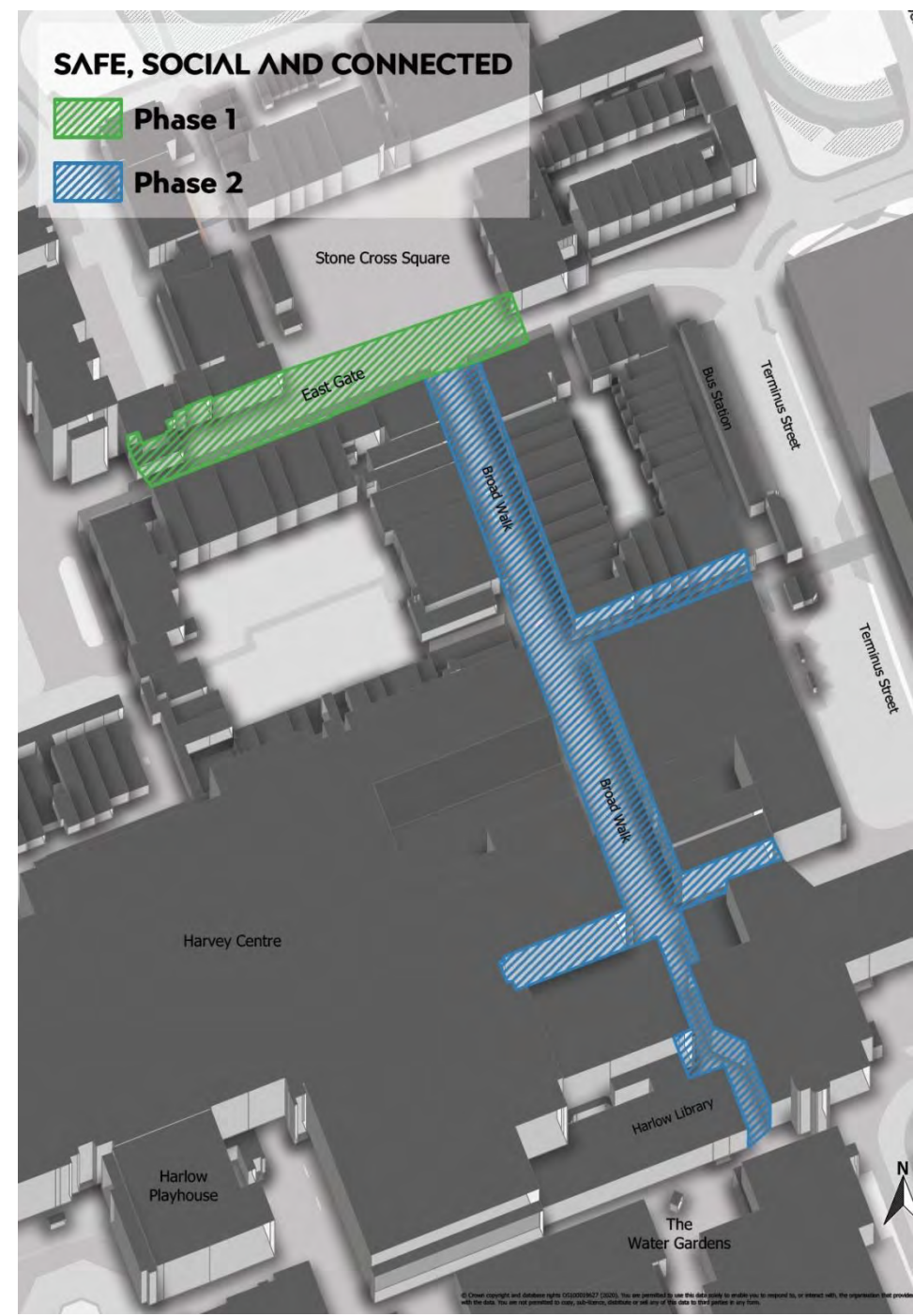
Harlow Council

POTENTIAL MATCH FUNDING

Exploring Private Sector / S.106

TIP ASK

£3.875m

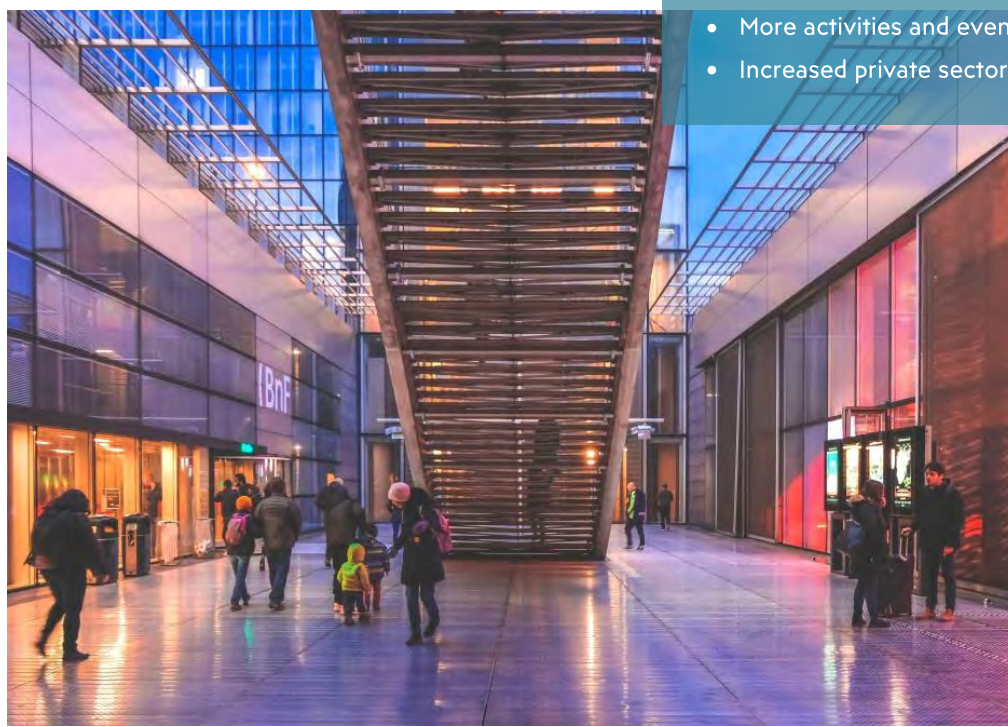


OUTPUTS

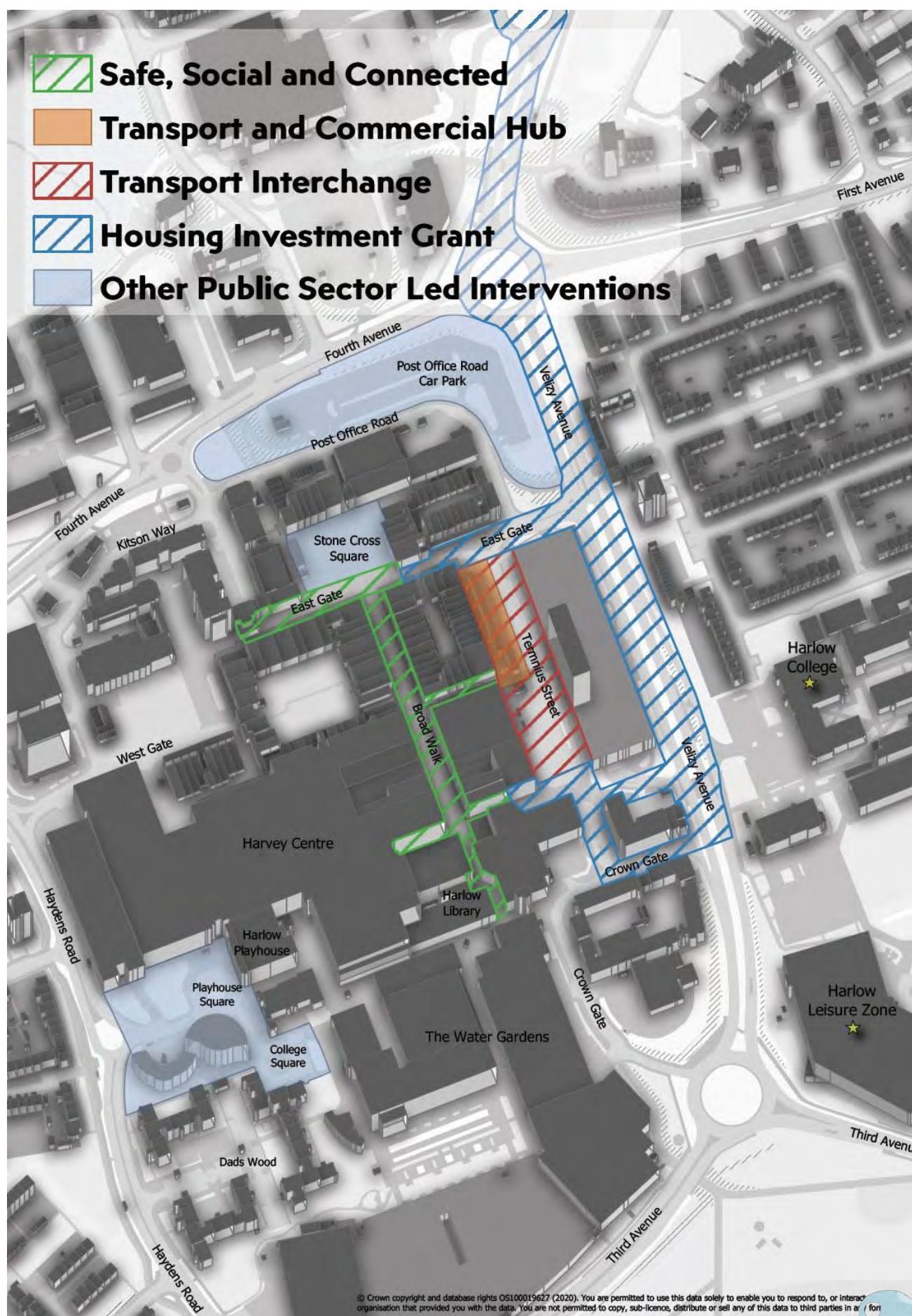
- Regeneration of 5420m² of public realm
- New surfacing, street furniture, signage, lighting and landscaping
- Digital infrastructure and Internet of Things network
- Sculpture commission
- Shelter/canopy
- Murals/art installations

OUTCOMES

- Excellent visitor destination
- Improved connectivity within Town Centre
- Improved perceptions of Harlow Town Centre
- Town Centre footfall increased by 20%
- Crime reduction (10% per annum)
- Improved consumer spend
- Improved retail offer
- Increased engagement with arts and culture
- More activities and events
- Increased private sector investment



PROJECTS 1 - 3: ALL PUBLIC SECTOR INTERVENTIONS



PROJECT 4: STAPLE TYE: NEIGHBOURHOOD RENEWAL

PROJECT DESCRIPTION

High-quality business units and flexible workspace will be delivered on the Council depot site at the Staple Tye employment area. Part of a wider renewal programme including residential redevelopment on the site vacated by the Lister House Medical Centre. We will focus on creating a safe, social and connected place supporting the 20 minute neighbourhood concept. Improvements to the cycleway and underpasses will connect the neighbourhood to the new Lister Medical Centre. Art and creative design elements will be incorporated.

High specification digital infrastructure will be provided to residences and the employment space, exploiting the new Local Full Fibre Network intervention at Lister Medical Centre. The employment space will focus on providing small business units and shared flexible work spaces.

RATIONALE

- Harlow's existing neighbourhoods require investment to ensure they are of similar quality to new HGGT neighbourhoods
- Lack of investment in employment space
- Lack of investment in cycle track network and underpasses
- Lack of connectivity in the reconfigured neighbourhood centre
- Deprived neighbourhood
- Residents' concerns regarding safety and levels of knife crime

DELIVERY LEAD

Harlow Council

POTENTIAL MATCH FUNDING

Being Explored

TIP ASK

£3m



OUTPUTS

- Regeneration of 2400m² depot
- Small business units and flexible workspace
- Upgraded cycle track and underpasses
- Digital infrastructure

OUTCOMES

- Modal shift increased
- Improved quality of environment
- Improved perceptions of neighbourhood
- Private sector investment encouraged
- New business and jobs
- Skills improved
- Town Centre footfall increased by 20%
- Crime reduction 10% per annum
- Rental revenue
- Business rates increase



PROJECT 5: HARLOW ENTERPRISE ZONE: RIVER WAY – CAMBRIDGE ROAD JUNCTION

PROJECT DESCRIPTION

A new junction will connect Templefields EZ onto Cambridge Road with walking, cycling and highway access. This improves the accessibility of Templefields by removing the existing cul-de-sac layout of River Way, increasing the attractiveness of the area for investment whilst promoting sustainable modes of transport.

The new junction enables the renewal of the River Way railway bridge and the delivery of a new second river crossing required to support the HGGT.

RATIONALE

- River Way Railway Bridge – critical investment required within 5yrs
- Railway bridge provides the single point of access to site
- New Junction ensures uninterrupted access to Templefields whilst bridge works undertaken
- Renewal of the railway bridge enabling delivery of the new second river crossing to connect the HGGT Gilston area to Harlow, easing congestion on existing roads
- Congestion on River Way due to cul-de-sac nature
- Modal shift – encourages public transport, pedestrian and cycle access
- Unlocks potential development and investment in Templefields sites

DELIVERY LEAD

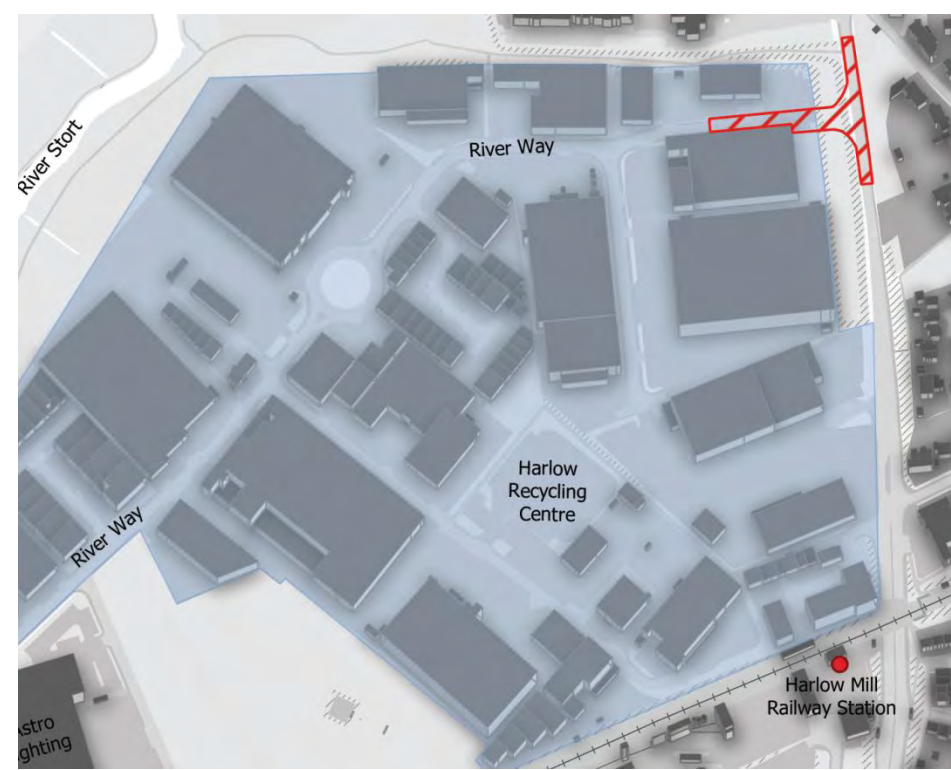
Essex County Council

POTENTIAL MATCH FUNDING

£2m (Essex County Council)

TIP ASK

£2m



OUTPUTS

- New 170m highway junction with walking, cycling access

OUTCOMES

- Improved access to the Templefields employment area
- Safeguards businesses & jobs
- Encourages new businesses & jobs
- Supports business efficiency
- Increases sustainable travel
- Encourages investment in 11,150sqm brownfield site
- Enables infrastructure investment in Railway Bridge
- Delivers second river crossing
- Increased business rates



PROJECT 6: HARLOW COLLEGE: INSTITUTE OF TECHNOLOGY

PROJECT DESCRIPTION

Delivery of an Institute of Technology at Harlow College focused on STEM subjects supporting Harlow's target employment growth sectors. This will support the labour supply needs of local employers including PAH, PHE and HSP/EZ tenants. To deliver the IoT, major refurbishment of two existing buildings is required. These c. late-1940s buildings require modernisation including digital infrastructure to support delivery of a high-quality STEM focused curriculum. These buildings will need to be updated regardless of the ambition for an IoT as they will be used to deliver the college's T-Level courses in construction, digital, health and life science and education and childcare. Additional capacity for the delivery of Information Advice and Guidance activity will also be included in this project.

RATIONALE

- Addresses education and skills deficits in resident population
- Enables local residents to obtain good employment
- Local employers increasingly require STEM qualifications
- An employer-led curriculum supports business success
- College infrastructure requires investment
- Builds on existing college strengths in employer engagement
- Encourages more businesses to locate in Harlow

DELIVERY LEAD

Harlow College

POTENTIAL MATCH FUNDING

£4.5m (Harlow College)

TIP ASK

£0.5m



OUTPUTS

- 2 existing College buildings refurbished with state of the art facilities
- 100 learners supported through IAC

OUTCOMES

- Increased provision of STEM curriculum at a higher level
- Improved College offer
- Creation of pipeline of suitably qualified residents for local employers
- Improved educational attainment of local residents
- More businesses attracted to Harlow, EZ/HSP



SECTION 5

ENGAGEMENT AND DELIVERY



HARLOW GROWTH BOARD (HGB)

HGB was established in January 2020 and evolved from the Harlow Enterprise Zone Board. Plans for further growth board meetings were deferred due to Covid-19 and local authority capacity responding to the crisis.

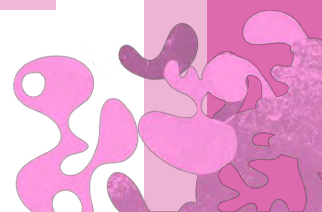
The membership and remit of HGB has been widened so that it can support and drive the economic growth and prosperity of the town.

The HGB will oversee the development and co-ordination of growth and regeneration plans for Harlow and has led the development of the TIP.

HGB has a private sector chair and its membership includes all key public sector and anchor organisations that have a presence in Harlow. HGB is accountable to Harlow Council as the lead authority.

Table 3: HGB involvement in developing the TIP

DATE	HGB ACTIVITY / INPUT
January 2020	HGB Visioning Workshop
July 2020	HGB presented with long list of potential TIP projects and asked to put forward additional projects
August 2020	Shortlisting and prioritisation process presented
	Shortlist of 22 potential projects presented – Members asked to vote for their top 3
September 2020	Projects scored and ranked
	Feedback received from members on the prioritised projects
	Projects reviewed and refined responding to feedback
	Endorse revised set of projects for TIP
October 2020	Further review and sign off the TIP





Full details of how HGB has been involved in shortlisting and defining projects for the TIP are outlined in the Annexe.

HGB will continue active involvement in the development and implementation of the TIP as it progresses to full Business Case stage and delivery of the projects. HGB will develop sub-groups that focus on aspects of the TIP (e.g. projects, themes). A sub-group focused on maximising the benefits of the relocation of Public Health England to Harlow has already been established.

HGB will actively engage with other organisations and partnerships (e.g. Harlow Health Centres Trust, One Partnership and Harlow Skills Forum) to explore innovative and creative solutions to the development of projects where they can deliver joint ambitions.

COMMUNITY ENGAGEMENT

In developing our TIP we have approached our community engagement process by building on many consultations and their outcomes undertaken by Harlow Council and its partners over years.

We have undertaken a review of the MyTown initiative public feedback and incorporated that into our thinking. In addition, the Council regularly reviews social media commentary from the public.

HGB, with its significant membership of stakeholders, has led the process of agreeing the TIP Vision, the project prioritisation and sense checking the final selection.

Our priority projects have been tested through engagement with the community; through stakeholder groups and public engagement; and through digital media including the Council’s website and social media.

HGB will undertake a full programme of engagement throughout the business case development phase and delivery. Due to Covid-19 we will initially be undertaking a Digital first approach.

The Full Engagement Strategy can be found in the Annexe.

PRIVATE SECTOR ENGAGEMENT

We are evaluating each project for potential private sector interest and investment by actively engaging private sector developers and landowners located in close proximity to those projects.

These conversations will seek to create understanding and support for the overarching TIP and other projects in development, particularly in relation to town centre regeneration.

We will seek to align shared interests to identify opportunities to leverage co-funding, particularly where TIP projects will add value to private sector development and enable the sharing of that uplift. Our proposals have been positively received to date and we look forward to progressing these discussions to explore opportunities and secure funding.

We will seek engagement with regeneration specialists. We have commenced a conversation with Lord Andrew Mawson and colleagues of Well North Enterprises exploring their interesting and innovative approach to regeneration. We look forward to further dialogue to understand the benefits to Harlow.

Planning negotiations have already achieved investment in town centre public realm from an adjacent private sector residential development. Digital infrastructure, street scene improvements and creative and artistic installations may afford the opportunity for private sector sponsorships.



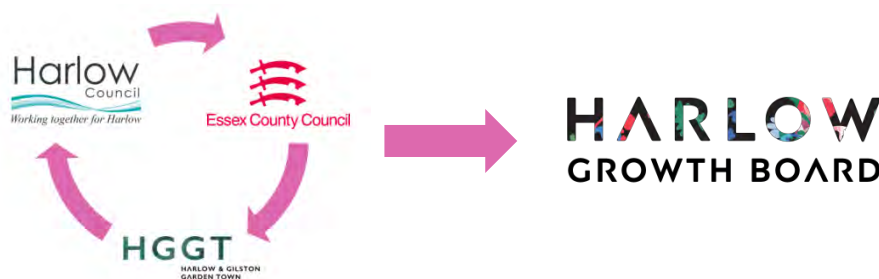
For Staple Tye: Neighbourhood Renewal, we will explore the potential to leverage private sector investment through the delivery of digital infrastructure arising from the LFFN project to be delivered to the local health centre. We will explore the potential to extend this to the proposed residential and employment space developments.

IoT may seek to attract private sector investment and partnerships. This has been a successful model for Harlow College in the delivery of the Stansted Airport College and the Harlow Advanced Manufacturing and Engineering Centre.

BUSINESS CASE DEVELOPMENT AND APPRAISAL

The Council has assembled a multi-skilled cross departmental internal team of its regeneration, planning, property and facilities, and financial staff to develop the TIP.

This team engages officers from our key partners: ECC and HGGT. The wider team has supported the development of the TIP to date and on agreement of Heads of Terms will continue to steer and co-ordinate the development and delivery of each project reporting to the HGB. This will become the Programme Board.



A sub-group of the HGB will be established to provide an assurance function with strong representation from the lead accountable body.

Business case development will be supported through Towns Fund capacity funding and will secure the engagement of relevant and appropriate professional services support. We will also work in partnership with ARU to further identify and quantify project outcomes.

Independent scrutiny of our full business cases will be undertaken by the Shared Audit Team of Broxbourne, Epping Forest and Harlow Councils.

DELIVERY PLAN

We will adopt Managing Successful Programmes (MSP) standards and principles to manage the delivery of projects that make up our TIP.

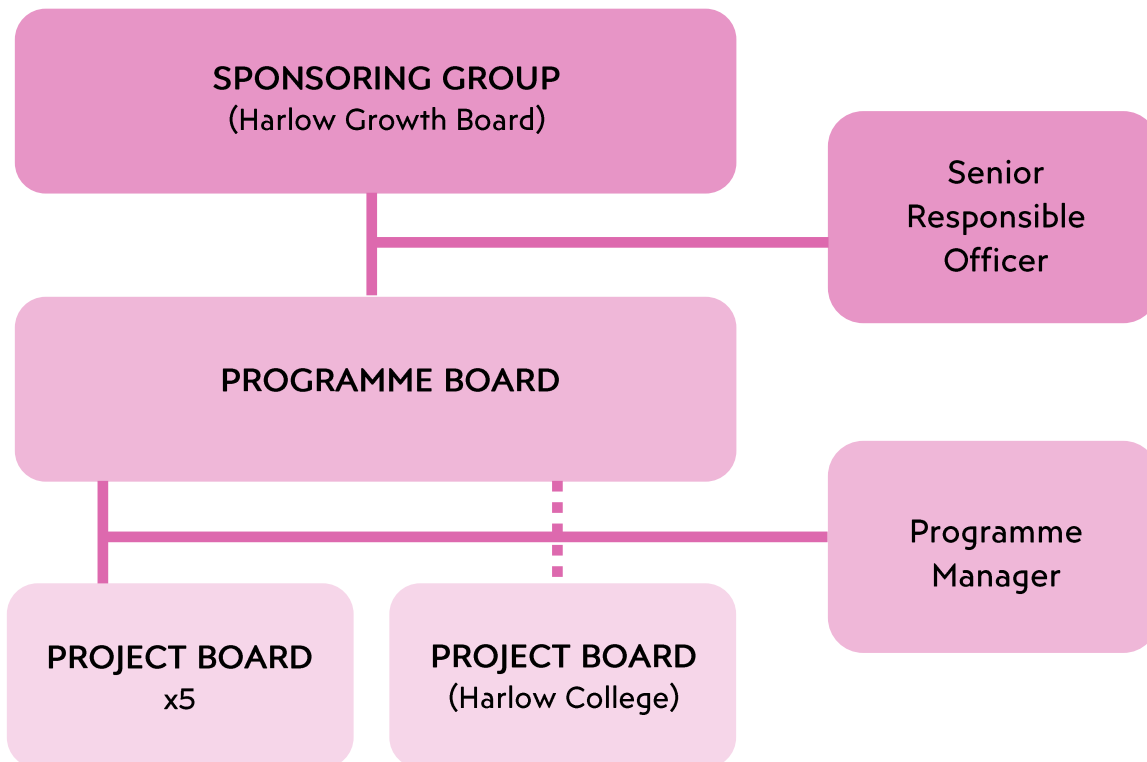
This approach will support us to manage the interdependencies and complexities of projects especially when linked with other potential projects that we will also be delivering across the Town at the same time.

This approach has four key elements:

- Governance arrangements
- Management
- Integration
- Finance

We will be seeking revenue funding within the TIP to support programme management and community engagement capacity to enable the shaping and delivery of the projects.

The diagram below highlights our Governance Structure:



The Senior Responsible Officer (SRO) will attend both the Sponsoring Group (HGB) and the Programme Board to allow for efficient communication and effective decision making.

The Programme Manager will attend both the Programme Board and five of the six Project Boards.

The IoT will be managed under Harlow College's own governance structure but will report to the Programme Board for monitoring purposes. This will allow for effective project management and programme control.

The five Project Boards will be comprised of a Project Manager and relevant officers and delivery partner representatives where appropriate.



DELIVERABILITY

Deliverability is a key criterion within the project prioritisation process and the main drivers of this consideration are defined in the table below.

Table 4: Deliverability Assessment

No:	PROJECT					
	1	2	3	4	5	6
	Sustainable Transport Interchange	Transport & Commercial Hub	Social & Safe Connected	Staple Tye: Neighbourhood Renewal	River Way - Cambridge Road Junction	Institute of Technology
Lead Authority	Essex County Council (ECC)	Harlow District Council (HDC)	Harlow District Council	Harlow District Council	Essex County Council	Harlow College (HCol)
Land Ownership Secured	Yes - ECC	Yes - HDC	Yes - HDC	Yes - HDC	No - Subject to negotiation	Yes – HCol
Property secured	N/A	Yes	N/A	Yes	No	Yes
Capital Costs Identified	Yes - Initial estimates defined	Yes - Initial estimates defined	Yes - Initial estimates defined	Yes - Feasibility Study complete	Yes - Initial estimates defined	Yes for each building
External Funding committed	£7M - Housing Investment Grant	N/A	N/A	N/A	£1m - ECC Highways	£4.6m - Various sources
Delivery Partners Committed	Yes - Established Highways Partner – Ringway Jacobs	TBA - Subject to defined Business Case	TBA - Subject to defined Business Case	TBA - Subject to defined Business Case	Yes - Established Highways Partner – Ringway Jacobs	N/A
Operational partners committed	Yes - Established Highways Partner – Ringway Jacobs	Yes - HDC On-going management	Yes - HDC Ongoing management	Yes - HDC Ongoing management	Yes - Established Highways Partner – Ringway Jacobs	Yes - HCol
Overall assessment	Ready for Business Case development	Ready for Business Case development	Ready for Business Case development	Shovel Ready by Summer / Autumn 2021 subject to funding release	Ready for Business case Development	Shovel Ready – Business Case developed for SELEP approval Nov 2020



Detailed project plans will be developed through the detailed design and costing processes in developing our full Business Case. Delivery dates will be dependent on timely confirmation of the funding.

Table 5: Indicative Completion Dates & Milestones

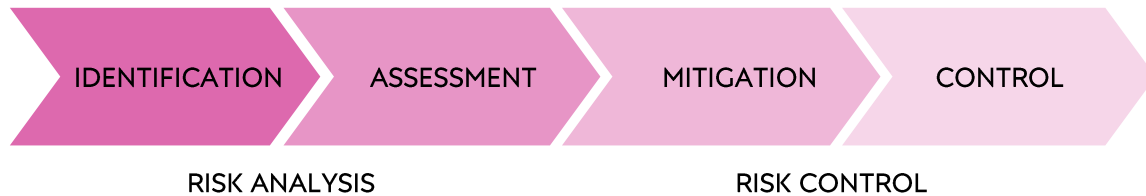
Sustainable Transport Interchange – Infrastructure Layout		Sustainable Transport Interchange – Transport & Commercial Hub	
Milestone	Completion Date	Milestone	Completion Date
Communications & Statutory Notices	On-Going	Detailed Design and Planning	Q1 - 22/23
Logistics & Service Mapping	Q3 - 22/23	Planning & Consultation Process	Q3 - 22/23
Detailed designs & Planning	Q3 - 22/23	Procurement	Q4 - 22/23
Contract Costings & Assessment	Q4 - 22/23	Contractor Lead-in	Q4 - 22/23
Contractor Lead-in	Q1 - 23/24	Prelims and Demolition	Q2 - 23/24
Prelims	Q1 - 23/24	Groundworks & Construction	Q2 - 24/25
Phased Preparation, Utilities, Surface Establishment & Undercroft/ Atrium Construction Process	Q2 - 24/25	Fit-Out for Office areas, reception spaces and service areas	Q3 - 24/25
Fit-Out - Technology, Fixtures & Fittings and Street Furniture/ Markings	Q4 - 24/25	Landscaping & Hard standing	Q3 - 24/25
Final Commissioning/ Testing	Q4 - 24/25		

Town Centre – Safe, Social Connected		Staple Tye Neighbourhood Renewal	
Milestone	Completion Date	Milestone	Completion Date
Communications & Statutory Notices	On-Going	Detailed Design and Planning	Q4 - 21/22
Detailed Design	Q2 - 22/23	Planning & Consultation Process	Q2 - 22/23
Planning & Consultation Process	Q3 - 22/23	Procurement	Q2 - 22/23
Procurement	Q4 - 22/23	Contractor Lead-in	Q2 - 22/23
Contractor Lead-in	Q1 - 23/24	Prelims and Demolition	Q4 - 22/23
Prelims	Q1 - 23/24	Groundworks & Construction	Q3 - 23/24
Phased Preparation, Utilities, Surface Establishment & Construction Process	Q4 - 23/24	Fit-Out for Office areas, reception spaces and service areas	Q4 - 23/24
Events and Activities Plan Developed	Q4 - 23/24	Landscaping & Hard standing	Q4 - 23/24
Opening & Inaugural Events Calendar Launched	Q1 - 24/25	Cycle path upgrades	Q4 - 23/24

River Way - Cambridge Road Junction		Harlow College - Institute of Technology	
Milestone	Completion Date	Milestone	Completion Date
Communications & Statutory Notices	On-Going	Confirmation of funding package	January 2021
CPO Process	Q3 - 22/23	Stage 1 application deadline	Winter 2020
Detailed designs & Planning	Q3-22/23	IOT Stage 2 deadline	Spring 2021
Contract Costings & Assessment	Q4 - 22/23	IOT decision Autumn	Autumn 2021
Contractor Lead-in	Q1 - 23/24	Refurbishment to K Building commenced	March 2021
Prelims	Q2 - 23/24	K Building Refurbishment complete	October 2021
Phased Preparation, Grading, Utilities & Surface Establishment	Q1 - 24/25	J Building refurbishment commenced	March 2022
Junction/s Establishment	Q2 - 24/25	Refurbishment of J Building complete	December 2022
Road Markings, Traffic Signalling and Commissioning	Q3 - 24/25		

RISK AND CHANGE MANAGEMENT

Risk management will be conducted at both programme and project level following the analysis and management approach.



A Strategic Risk Register for the Programme has been developed and can be found in the Annexe.

Risk registers will be produced for all projects and for the overall programme. Each project will have its own risk register, and these will also be assessed at programme management level.

Once in contract, the risk registers will be reviewed by all parties including appointed contractors and consultants.

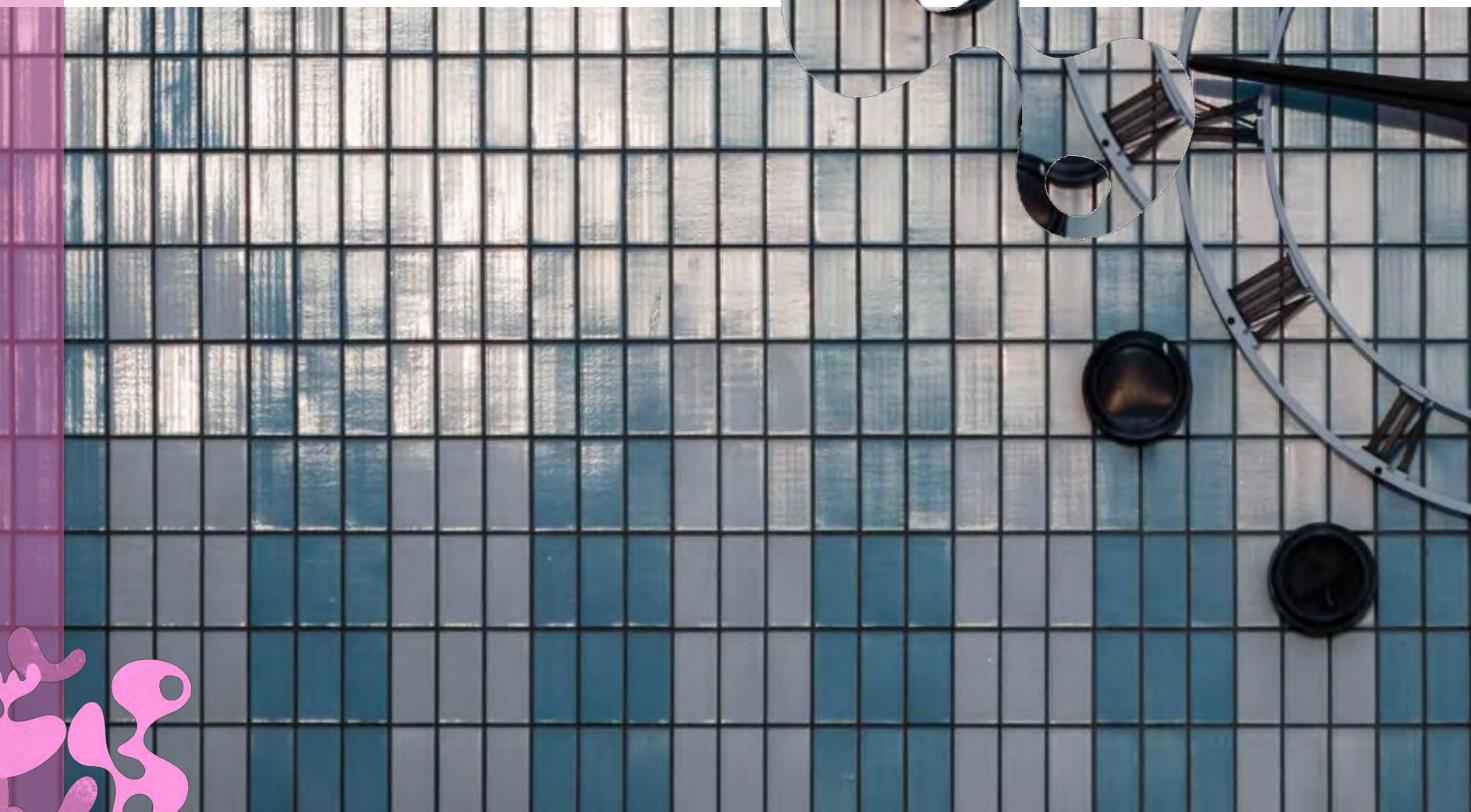
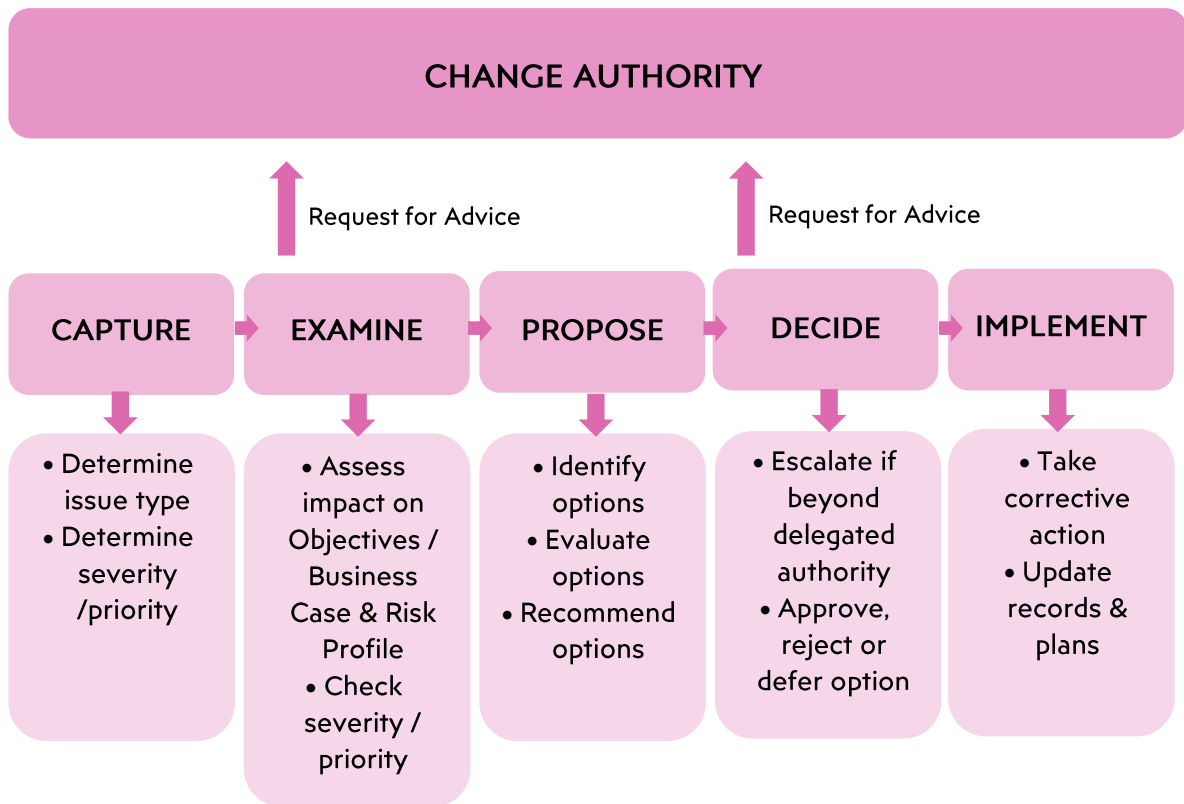
The main risk management roles and responsibilities are:

- Senior Responsible Officer – Overall responsibility for putting in place an effective risk management policy and process;
- Sponsoring Group / Programme Board – Oversight responsibility for risk management processes;
- Programme Manager / Project Lead – Implementing risk management policy; and
- Risk Owner – The person best placed to direct or mitigate individual risks.

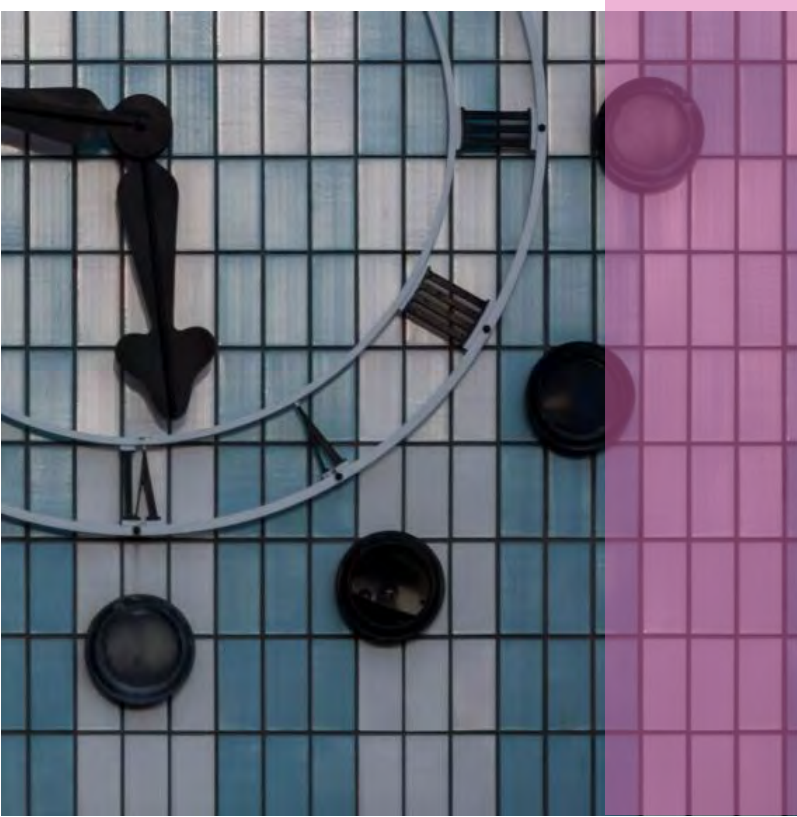
These roles will be supported by members of the Programme Board and/or Project Boards where defined with the risk registers.



Change & Issue Management will also be controlled at a programme and project level with the flow process below. Change authority will sit with the Programme Board, Sponsoring Group and Project Boards dependant on the level of request.



“I would like to see more facilities for education and promoting good quality of life for our town. Engaging the communities in activities every week. This investment is much needed to improve the future prospects for our youngsters.”



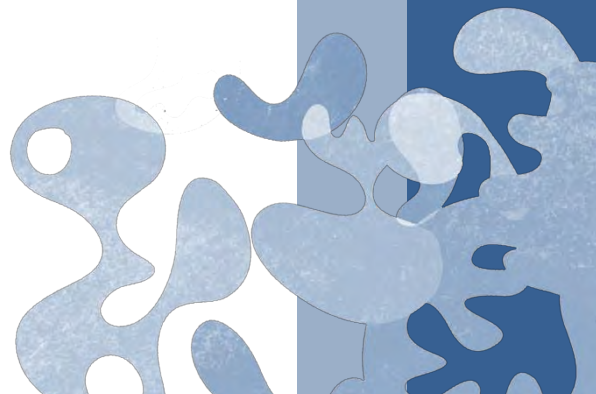
1. Regional Gross Value Added (balanced) by Local Authority 9n the UK in 2018 (issues 19.12.19), Office for National Statistics (ONS)
2. Mid-year Population Estimates, 2019, ONS
3. Workforce Jobs 2018, ONS
4. UK Business counts 2019, ONS
5. Harlow Town Centre Market Analysis Final Report, May 2017
6. 2011 Census, ONS
7. Annual Population Survey January 2019 – December 2019, ONS
8. English Indices of Deprivation 2019, MHCLG
9. Arts Council England (2018) Active Lives Survey

www.discoverharlow.com

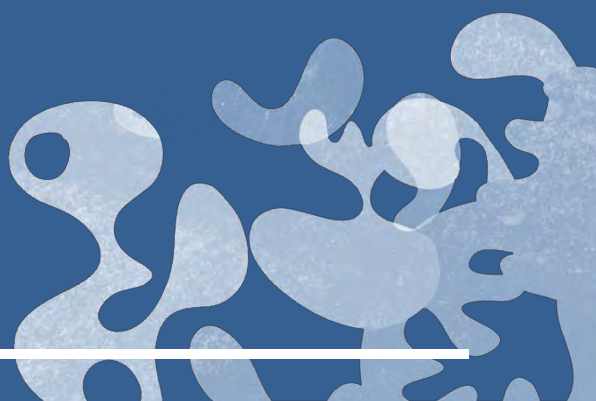
www.harlow.gov.uk

www.harlowez.org.uk

www.harlowandgilstongardentown.co.uk



October 2020



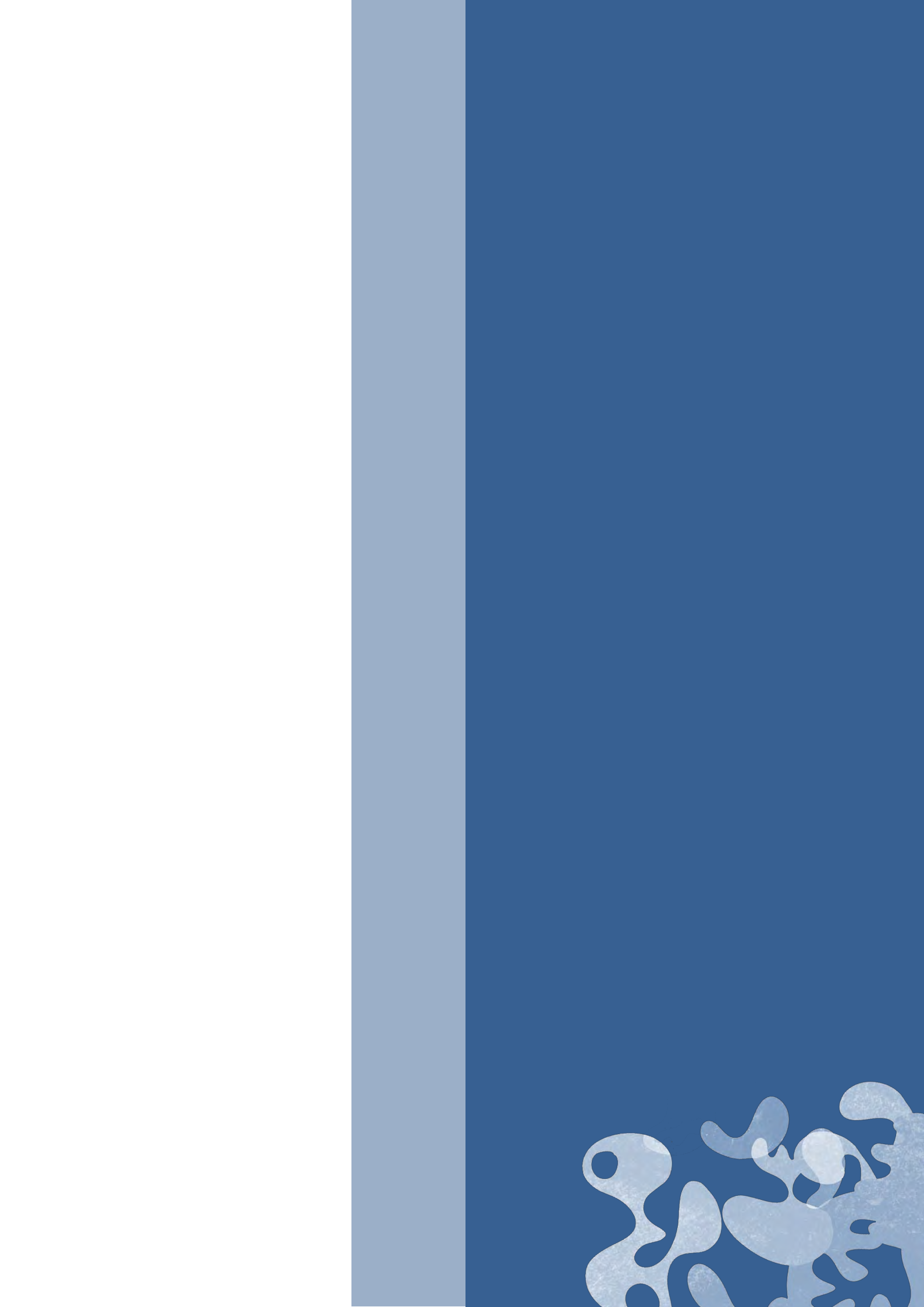
HARLOW

FORGING OUR FUTURE

ANNEXE



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HARLOW

TOWN INVESTMENT PLAN

1. Strategic Mapping



The following table demonstrates how the various Strategies from key partners closely align with the TIP Vision and prioritised projects.

Strategy	Specific Area	How it fits with Towns Fund Vision and Projects
Harlow Council – working Together for Harlow Corporate Plan 2019-20 to 2021-22	Regeneration and a Thriving Economy Wellbeing and Social Inclusion	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving space. <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange • Transport and Commercial Hub • Social and Safe Connected Places • Neighbourhood renewal • Unlocking the Templefields EZ • Institute of Technology
Harlow Council Local Plan	Economic Prosperity chapter Policies relating to Town Centre, Infrastructure and employment areas.	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Support the full vision <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange – layout and hub building • Town Centre – Safe, social and Connected Places • Staple Tye - Neighbourhood renewal • Cambridge Road Junction • Institute of Technology
Harlow Council draft Town Centre Area Action Plan	<p>Vision:</p> <p>In the future, Harlow Town Centre will be a successful sustainable place which serves as the commercial centre for the existing town of Harlow.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • A town centre which supports wider economic growth • An inclusive and accessible destination with excellent transport links • Community facilities which support the town's population 	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving space. • Creating modal shift in transport and better connecting the Town Centre • Enhancing and developing the arts and cultural offer for visitors and residents <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange • Transport and Commercial Hub • Social and Safe Connected Places • Neighbourhood renewal
Harlow Enterprise Zone Local	Provide planning orders for Enterprise Zone areas.	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Maximising the economic and social

Development Orders		<p>benefits to Harlow and the Town Centre by leveraging major investments</p> <p>Projects:</p> <ul style="list-style-type: none"> • Riverway- Cambridge Road junction
Harlow Enterprise Zone Prospectus	<p>Objectives:</p> <ul style="list-style-type: none"> • Increase the economic wealth of Harlow and surrounding areas • Enabling growth of existing companies through relocation, expansion and supply chain opportunities • The creation of jobs for local residents 	<p>Towns Fund Vision:</p> <p>Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments</p> <p>Projects:</p> <ul style="list-style-type: none"> • Cambridge Road – Riverway junction - Unlocking the Templefields EZ
Harlow Economic Development Strategy (2017)	<p>Priorities:</p> <ul style="list-style-type: none"> • Maintain and enhance business investment and activities in Harlow’s key areas of industrial specialism • Effectively promote Harlow as a business and a visitor destination • Transformation of Harlow Town Centre • Ensure the key enabling infrastructure investments are supported • Providing the skills and levels educational attainment that both businesses and residents need 	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving space • Aligning and developing skills of local residents to take advantage of future employment opportunities • Creating modal shift in transport and connecting the Town Centre • Enhancing and developing the arts and cultural offer for visitors and residents <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange – layout and hub building • Town Centre – Safe, social and Connected Places • Staple Tye - Neighbourhood renewal • Cambridge Road Junction • Institute of Technology
Harlow Draft Housing Strategy 2020 to 2025 Harlow Draft Affordable Housing SPD 2020	<p>Maximise the supply and diversity of affordable housing options to ensure the right type of housing is available in the right place with a focus on diversifying the range of housing options to provide greater affordable choice for local people.</p>	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving space. <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange –hub building
Harlow Health and Wellbeing Strategy	<p>Priorities</p> <p>“Be well”, “Stay well”, “Work</p>	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Reimagining the town centre as a place

2018 - 2028	<p>well” All working age adults know how to be well, stay well and work well</p> <p>We will:</p> <ul style="list-style-type: none"> - Tackle Inequalities - Drive sustainability - Make use of Technology and Increase Communication and Engagement - Strengthening our Communities and Social Mobility 	<p>that people will live, work and socialise to ensure it is a vibrant and thriving space.</p> <ul style="list-style-type: none"> • Aligning and developing skills of local residents to take advantage of future employment opportunities • Creating modal shift in transport and connecting the Town Centre • Piloting and adopting science and technological innovation to support the regeneration and prosperity of the town. <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange – layout and Hub Building • Town Centre - Social and Safe Connected • Staple Tye Neighbourhood renewal • Institute of Technology
Essex County Council Organisation Strategy 2017 - 2021	<p>Strategic Aim: Enable Inclusive Economic Growth</p> <p>Strategic Priorities:</p> <ul style="list-style-type: none"> • Help people in Essex prosper by increasing their skills • Enable Essex to attract and grow large firms in high growth industries • Target economic development to areas of opportunity <p>Strategic Aim: Help create great places to grow up, live and work</p> <p>Strategic Priorities:</p> <ul style="list-style-type: none"> • Help to secure stronger, safer and more neighbourly communities • Help secure sustainable development and protect the environment 	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving space. • Aligning and developing skills of local residents to take advantage of future employment opportunities • Creating modal shift in transport and connecting the Town Centre <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange – layout and hub building • Town Centre Social and Safe Connected • Staple Tye Neighbourhood renewal • Cambridge Road junction • Institute of Technology
Skills for Essex Strategy 2020 – 2022	<p>Focusing on positive opportunities for young people aged 16-24</p> <p>Horizon scanning of existing and forthcoming skills resources</p>	<p>Towns Fund Vision</p> <ul style="list-style-type: none"> • Aligning and developing skills of local residents to take advantage of future employment opportunities <p>Projects:</p> <ul style="list-style-type: none"> • Staple Tye Neighbourhood renewal • Institute of Technology
Essex County Council Bus and Passenger	Sustainable Economic Growth for Essex Communities and	<p>Towns Fund Vision</p> <ul style="list-style-type: none"> • Reimagining the town centre as a place

Transport Strategy 2015	<p>Businesses</p> <ul style="list-style-type: none"> • Provides jobs directly and through the supply chain • Reduces congestions, which limits growth • Encourages the use of sustainable travel <p>People in Essex live in safe communities and are protected from harm</p> <ul style="list-style-type: none"> • Visible transport in the evening/after dark reduces fears of crime and reduces the feeling of vulnerability • Builds social inclusion, social cohesion and community spirit 	<p>that people will live, work and socialise to ensure it is a vibrant and thriving space.</p> <ul style="list-style-type: none"> • Aligning and developing skills of local residents to take advantage of future employment opportunities • Creating modal shift in transport and connecting the Town Centre <p>Projects</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange – layout and hub building • Town Centre - Social and Safe Connected Places
Harlow and Gilston Garden Town Vision	<p>Adaptable:</p> <ul style="list-style-type: none"> • Buildings which are designed to be flexible in their use over time • Transport infrastructure that can adapt to new technologies and changing habits <p>Healthy:</p> <ul style="list-style-type: none"> • Sociable streets and local centres that encourage daily interaction • An active and vibrant town centre with a strong cultural and commercial offer <p>Sustainable:</p> <ul style="list-style-type: none"> • A fully integrated public transport network that connects within and beyond the Garden Town • Self-sufficient neighbourhoods with their own centres <p>Innovative</p> <ul style="list-style-type: none"> • Innovative building design, construction and performance 	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving space • Creating modal shift in transport and connecting the Town Centre • Creating a sustainable, functioning new Garden Town that integrates into the existing Town. • Enhancing and developing the arts and cultural offer for visitors and residents. <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange layout and hub building • Town Centre Social and Safe Connected • Staple Tye Neighbourhood renewal • Cambridge Road junction • Institute of Technology
Harlow and Gilston Sustainability Guide	<p>Principles:</p> <p>Placemaking and Homes</p>	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Reimagining the town centre as a place

	<ul style="list-style-type: none"> • Maximising visibility and appreciation of our heritage <p>Sustainable Movement</p> <ul style="list-style-type: none"> • The value of place: changing the character of roads to streets • Integrated transport: a viable and preferred alternative to cars to achieve a modal shift <p>Anticipating change and future proofing infrastructure</p> <p>Economy and Regeneration</p> <ul style="list-style-type: none"> • At the heart of the LSCC UK Innovation Corridor • The right workspaces, homes and community facilities • A diverse employment base and skilled labour supply • A vibrant and resilient Town Centre 	<p>that people will live, work and socialise to ensure it is a vibrant and thriving space</p> <ul style="list-style-type: none"> • Creating modal shift in transport and connecting the Town Centre • Creating a sustainable, functioning new Garden Town that integrates into the existing Town. • Enhancing and developing the arts and cultural offer for visitors and residents. <p>Projects:</p> <ul style="list-style-type: none"> • Sustainable Transport Interchange – Layout and hub building • Town Centre Social and Safe Connected • Cambridge Road junction • Institute of Technology
Harlow and Gilston Garden Town Sustainable Transport Strategy	<p>Objectives:</p> <ul style="list-style-type: none"> • Achieve a target where 60% of all journeys within the new Garden Town and 50% of all journeys across Harlow, will be undertaken by sustainable modes • Transport Hierarchy • Reduce the need to travel • Walking and cycling • Public Transport • Private vehicles • Support and encourage a culture of active and sustainable travel 	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Creating modal shift in transport and connecting the Town Centre • Creating a sustainable, functioning new Garden Town that integrates into the existing Town. <p>Projects:</p> <p>Sustainable Transport Interchange – layout and hub building</p>
SELEP Strategic Economic Plan	<p>Increase productivity driven by innovative businesses and people skilled for the future</p>	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments • Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving place. • Aligning and developing skills of local residents to take advantage of future employment opportunities <p>Projects:</p>

		<ul style="list-style-type: none"> • Sustainable Transport Interchange – Layout and hub building • Town Centre Social and Safe Connected • Cambridge Road junction • Institute of Technology
SELEP Skills Strategy 2018 -2023	To help deliver a flourishing and inclusive economy across the biggest LEP area in the country equipping employers, adults and young people with the skills, conditions and aptitudes required for significant growth today and tomorrow.	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Aligning and developing skills of local residents to take advantage of future employment opportunities <p>Projects:</p> <p>Institute of Technology</p>
UK Innovation Corridor Local Industrial Strategy Growth Directive	<p>Invest in the UKIC to improve the supply and labour and community access to jobs</p> <p>Invest in the UKIC to provide the employment locations and premises needed for future growth</p>	<p>Towns Fund Vision:</p> <ul style="list-style-type: none"> • Aligning and developing skills of local residents to take advantage of future employment opportunities • Maximising the economic and social benefits to Harlow and the Town Centre by leveraging major investments <p>Projects:</p> <ul style="list-style-type: none"> • Institute of Technology • Staple Tye neighbourhood renewal • Cambridge Road junction

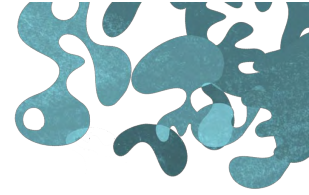


HARLOW

TOWN INVESTMENT PLAN

2. Stakeholder Engagement Plan





Introduction

The Towns Fund guidance is clear that stakeholder and community engagement must be integral to the development and implementation of the Town Investment Plan (TIP).

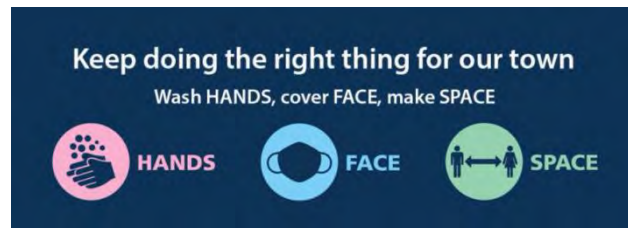
The purpose of this Stakeholder Engagement Plan (SEP) is to ensure that the views and aspirations of key stakeholders and the local community of Harlow are represented in and help shape the development and implementation of Harlow's TIP.

It demonstrates that the preparation of the Harlow TIP (including the vision and the proposed projects within it) has been built upon many layers of engagement with the local community including wide ranging public consultations and numerous ongoing dialogues with key stakeholders.

The development of the TIP is only the first step. The SEP outlines how we plan to proactively engage with stakeholders and members of our community to shape our projects as they are progressed through the development of the Business Cases and are implemented over the next five years.

This plan will be a live document; changing and evolving over the timeframe of the implementation of the TIP.

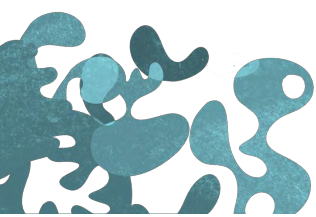
This plan has been created in the context of the COVID-19 pandemic, taking into account the rapidly evolving situation with the need for social distancing measures and restrictions

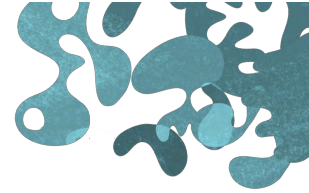


around public meetings and events. As it is hard to predict when it will be possible to restart face to face engagement safely, we will adopt a **digital first approach**, at least initially. Whilst we are aware that a digital first approach has the potential to achieve a far greater level of participation than traditional consultation methods, we are mindful that not everyone in the community is digitally active. We will therefore seek to adopt inclusive methods of engagement appropriate to the purpose of the engagement taking place. We will review this SEP on an ongoing basis and implement appropriate measures that respond to the current COVID-19 measures and advice.

The SEP outlines:

- The principles we will use when engaging with our stakeholders and communities
- Who we will involve and engage with on the development and implementation of the TIP projects





- Our approach to community and stakeholder engagement including considering who, when, what and how we consult
- How engagement feedback will influence the development and implementation of the TIP
- The approach to evaluation of the stakeholder engagement

Principles of Engagement

Outlined below are the principles of engagement that we will adhere to in relation to the development and delivery of the TIP:



Planning: There is a clearly defined purpose and process for the engagement, and we understand who we want to engage with and why.

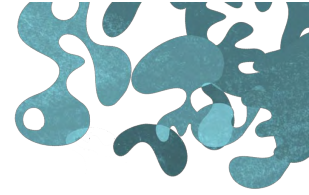
Working together: We will aim to work closely together (with all our partners, but with a focus on the partners in the Harlow Growth Board) to help to maximise engagement, reduce potential duplication and reduce potential “engagement fatigue”. We will collaborate by sharing

resources and expertise and pool our resources.

Open and honest: Being open and honest about the decision making process; what people can and cannot influence and providing feedback including why ideas can or cannot be acted upon.

Inclusion: Identify and involve key stakeholders and people that will be affected by the focus of the engagement. Identify and overcome barriers to involvement for groups who are hard to engage with ensuring that a wide range of stakeholders can participate and feel included.





Methods: Use methods of engagement which are fit for purpose. Recognising and valuing our existing stakeholder and community engagement methods and opportunities and ensuring that these are used effectively. Where appropriate, seek to identify new and innovative ways to engage people in timely and creative ways to maximise participation.

Communication: Communicating clearly and regularly with our stakeholders and community. All content regardless of audience should use plain English and avoid jargon. Ensure that we feedback the results of engagement to demonstrate the impact that the engagement has had.

Evaluate: We will monitor and evaluate the impact of our engagement and whether it has achieved its purposes and adjust as necessary.

Engagement Strategy

The aim of this SET is to outline our approach to stakeholder and community engagement in relation to the development and delivery of the TIP.

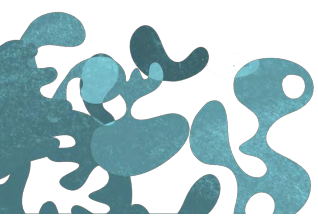
We wish to engage with stakeholders and the community on the development of the TIP and its implementation in a meaningful way that will ensure that the right people are engaged at the right point so that they are able to genuinely influence the development of the scope of projects and to ensure that there is community buy-in to the TIP.

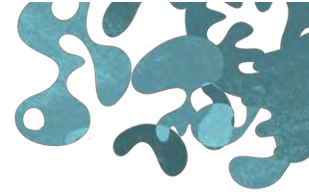
We wish to build upon on the numerous layers of engagement that has previously been undertaken, ensuring that we reflect what people have told us previously about what their priorities are and key issues for our town. Over the past few years we have undertaken a large number of consultations, whereby our community has informed us about their priorities and what they wish to see for Harlow as it develops in the future. We have distilled and reflected on this feedback in order to help inform the development of the potential projects for the TIP.

We will adopt parallel approaches for engaging with our key stakeholders and wider community engagement.



Harlow Ambassadors meeting





Engagement approach:

Our approach to engaging with our key stakeholders builds on the extensive network of pre-existing partnerships and forums, where we have listened to concerns and issues regarding the future of the town. We have undertaken meaningful dialogue and consultations to engage our Harlow Growth Board partners in the development of the TIP, ensuring stakeholder buy-in and developing joint approaches to the development of individual projects.

We seek to undertake wide community engagement in ways that are relevant and meaningful, ensuring that any consultation is undertaken in a timely manner and provides opportunities for people to influence the direction or scope of the projects within the TIP.

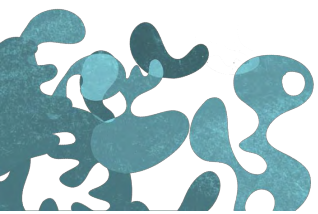
Outlined below is our approach to stakeholder and community engagement which focuses on:

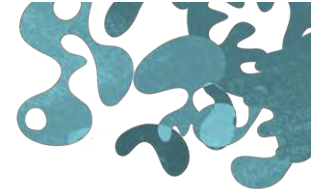
WHO are the key stakeholders and members of the community who do we wish to engage with?

WHEN are the key stages of engagement and the trigger points for communication that ensure timely and meaningful engagement?

WHAT do we want to know; what is the purpose of the engagement?

HOW best to engage? Recognising that different methods of engagement will be required to suit different audiences.





WHO:

Stakeholder mapping:

We have undertaken an audit of our stakeholders and community groups and how they link into key themes and projects of the TIP. The diagram below summaries breadth of stakeholders involved.



Stakeholder Engagement

The Harlow Growth Board represents many of the key stakeholders whose buy-in to our plans and projects is essential to their successful delivery. There are many other key stakeholders that we also need to engage, especially where projects will have a direct impact on them.

The Harlow Growth Board:

Our work on the TIP is being overseen by the Harlow Growth Board, which has evolved from the Board that oversaw the development of Harlow's Enterprise Zone. The Harlow Growth Board was established in January 2020. The membership and remit of the Board has been widened so that it can support and drive all aspects of the economic growth and prosperity of the town. The Board will oversee the development and co-ordination of growth and regeneration plans for Harlow.



Harlow TIP Stakeholder Engagement Plan

Harlow Growth Board has a private sector chair and its membership includes all the key public sector and anchor organisations that have a presence in the town. The Growth Board is accountable to Harlow Council as the lead authority.



Members of the Growth Board taking part in a Visioning exercise in January 2020.

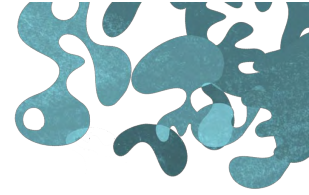
The Growth Board's involvement in developing the TIP:

The diagram below illustrates how the Growth Board have been actively involved in the development of the TIP.

Date	Activity
January 2020	Growth Board visioning workshop
July 2020	Growth Board presented with a long list of potential TIP projects and asked to put forward additional projects
August 2020	Growth Board agreed the shortlisting and prioritisation process.
August 2020	Shortlist of 22 potential projects presented to Growth Board – members asked to vote for their top 3
September 2020	Projects scored and ranked – circulated to Growth Board Growth Board votes included in scoring.
September 2020	Feedback received from some Growth Board members on the prioritised projects
September 2020	Projects reviewed and refined responding to feedback received
September 2020	Growth Board endorse revised set of projects for TIP

The full details of how the Growth Board has been involved in the process of shortlisting and defining potential projects for the TIP is outlined on the next page.

The Growth Board will continue to be actively involved in the development and the implementation of the TIP as it progresses through the development of the full Business Cases and the implementation of the projects. The Growth Board will develop a series of sub-groups that will focus on particular aspects of the TIP including sub-groups that are focused on the different projects of the TIP as well as sub-groups that will focus on particular themes. A sub-group focusing on maximising the economic benefits of the planned move of Public Health England (to be renamed National Institute of Health Protection) to Harlow has already been set up.



Project Prioritisation Process for Harlow's Town Investment Plan

The following outlines the process that was undertaken to prioritise and refine the projects that have been included within Harlow's TIP. We designed the process to ensure that we considered a wide range of potential projects that could be suitable for inclusion within the final TIP, but then undertook a robust and transparent process, that actively involved the members of our Growth Board as much as possible, which prioritised the projects to ensure that they all closely meet the Towns Fund criteria and would make the biggest impact in supporting the delivery of our Harlow TIP vision.

The project prioritisation process:

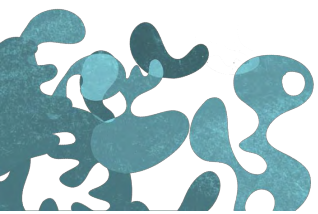
July 2020:

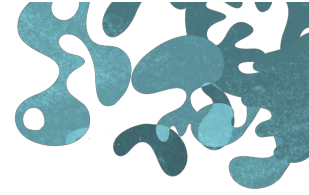
In July 2020 a longlist of potential projects that could be considered for inclusion in the TIP was presented to the Growth Board. The long list was linked to the six themes included in the Towns Fund Intervention Framework guidance; namely,

- 1) Local transport
- 2) Digital connectivity
- 3) Urban regeneration, planning and land use
- 4) Arts, culture and heritage
- 5) Skills / infrastructure and
- 6) Enterprise infrastructure.

The projects included in the longlist ranged from large transformation / aspirational projects that are key to the growth of the town linked to the Garden Town, to projects that were already in partial development, through to new project ideas inspired in part by the Towns Fund Intervention Framework and linked to the towns weaknesses or as a response to the impact that Covid-19 has had on the town. Many of the projects were responding to priorities and concerns expressed by the community in previous consultations.

A summary of how past consultations influenced the development of the vision and the choice of the priority projects is outlined on page 17 of the SEP.





Partners were asked at the July Growth Board to review the list and put forward any capital projects that were felt to be missing from this list. As a result, additional projects were added to the long list. At this point there were approximately 70 individual schemes on the longlist of potential projects which would amount to many millions above the Towns Fund budget of £25m.

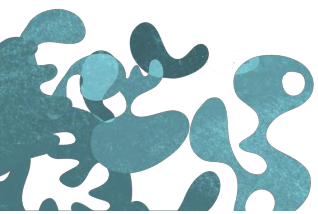
August 2020:

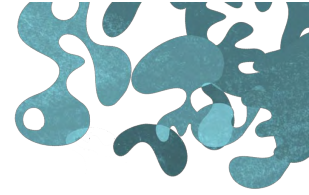
A paper was presented to the August Growth Board meeting that outlined a proposed two stage prioritisation process that would reduce the projects to a more suitable number that would fit within the £25m funding envelope of the Towns Fund. The proposed process was refined after receiving some useful feedback from SELEP reflecting on their experience of undergoing similar exercises, and to enable us to use the Towns Fund “Prioritisation Tool” that became available at this point. The Prioritisation Tool was, in fact, very similar to our existing proposed process but allowed us to refine a few areas to reflect the advice of the tool.

First sift criteria:

The following criteria were used in first sift of the longlist of projects to ensure that all the projects shortlisted would fit closely to the key criteria of the Towns Fund:

- **Is the project a Capital project that requires this public funding to be delivered?** Are there any other sources of funding (public or private) that could be used to fund the project? Are we sure that the market would not solve the issue? The Towns Fund should not replace other funding sources such as existing public sector budgets, funding being sought from developers as part of a S106 agreement, or where commercial interests could be used. It could however be used to fill funding gaps of projects that might stall if additional funding is not sourced. It could also be used to add additionality to an existing funded scheme.
- **Is it closely aligned to the Towns Fund Intervention Framework** so that it fits within one of the 6 key themes and will meet at least one of the expected outcomes outlined in the guidance?
- It is located in one of the **three spatial geographies** (town centre, gateways or key employment sites of the town)?
- Can it be **realistically delivered within five years?** The Towns Fund must be spent on projects that will be completed by March 2026. It therefore, cannot be added into a pot of funding for a large scheme that is not expected to start for several years.





During the first sift projects that were not clearly defined or were duplications to others on the list were removed. A few projects were also refined to ensure that they had a sharper focus.

The first sift reduced the number of projects to 22 projects.

Growth Board members identified their top three projects:

A summary of the 22 shortlisted projects were sent to all the Growth Board Members asking them to identify their top three projects. The votes would be added to the scores of the projects in the second stage. This ensured that all the Growth Board members had early sight of the shortlisted projects and were actively involved in the prioritisation process.

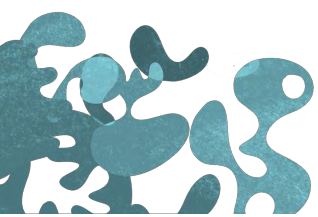
Scoring the projects:

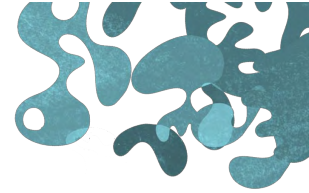
The shortlisted projects were carefully reviewed and scored against the following criteria which reflected both our local priorities and our TIP vision as well as appropriate the HM Treasury Green Book criteria. We used the Towns Fund Prioritisation Tool to support this part of the process.

Each of the criteria was scored out of 5 potential points.

Town Specific Criteria:

- 1) **How it meets the Harlow TIP Vision?** – The Harlow TIP Vision has six statements outlining how we intended to achieve the vision. Points were awarded for each of the statements that the delivery of the project would support.
- 2) **Direct economic outputs: jobs (safeguarding and creating new jobs)** – Projects were awarded points reflecting the expected number of jobs that it would either a) safeguard jobs including where an area would increase the attractiveness and vitality of an existing employment area or the town centre, or b) create new jobs including through its construction or through the creation of new employment space.
- 3) **Direct economic outputs: skills** – Projects were awarded points reflecting the opportunity it created to support the delivery of skills including if the expected occupier of the building would be expected to support their employees in the developing skills and if the project would directly deliver a skills programme.
- 4) **Social inclusion** – Projects were awarded points reflecting its potential to ensure that all residents including the socially disadvantaged would benefit from it,





including issues such as equality of access to opportunities and places and supporting digital inclusion for all.

- 5) **Potential match funding leverage** – Projects were awarded points reflecting the amount of funding that they were expected to be able to leverage from other public and private sources including where there was already known match and where there was potential to seek alternative funding.
- 6) **Supports the town's Covid-19 recovery** – Projects were awarded points reflecting on how far they would support the town's including supporting a modal shift to walking and cycling, the ability for residents to work locally or undertake activities in a Covid safe way.

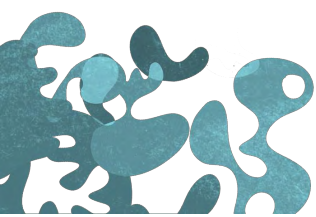
HMT Green Book Appraisal Criteria:

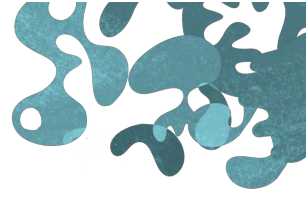
- 1) **Value for Money** (likeliness to deliver value in terms of costs, benefits and risks)
- 2) **Affordability** (Finance and affordability given existing budgets)
- 3) **Achievability** (deliverability given the organisations capacity and skills)
- 4) **Long term project viability and sustainability**
- 5) **Stakeholder support** – The Growth Board member's votes was used for these criteria. Sixteen members of the Board voted for their top three projects. The following formula was used:
 - a. 1 vote – 2 points
 - b. 2 or 3 votes – 3 points
 - c. 4 or 5 votes – 4 points
 - d. 6 votes or more – 5 points

Further refinement of the projects in response to challenges from the Growth Board:

The scored list of projects were circulated to the Growth Board, and at this stage feedback was received from some members of the Growth Board that challenged whether the projects were as transformational and would be as visible as the Growth Board's ambitions required. In particular, there was a request that a greater focus to be given to the regeneration of the current bus station and for partners to reconsider what could realistically be delivered whilst being truly transformational for the town on this site.

Partners embraced this opportunity and worked hard to create a new much wider reaching and transformational project creating a sustainable transport hub that also was able to deliver many of the aspects that had been put forward in the original projects. However, in order to deliver the new project, it was clear that the original shortlist of





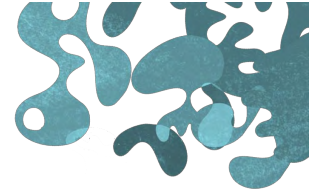
projects would need to be reviewed in order to deliver the maximum impact for the town within the £25 million envelope.

A revised group of projects that responded to the challenges that had been made were presented to the September meeting of the Growth Board. These projects were fully endorsed and supported by all members of the Growth Board as the projects that were to be included within the Harlow TIP.

The process of refining the projects in response to the feedback from the Growth Board, did cause a delay in when we were able to consult on the projects with our wider community. However, throughout October we have undertaken a full consultation process on our priority projects for the TIP encouraging feedback via social media and the Towns Fund website. Quotes from the feedback received have been incorporated into the TIP document to highlight how the projects have been supported.

This process demonstrates how all Growth Board members were kept fully involved and had opportunities to be actively involved in the development of the TIP and the prioritisation of which projects to be included. The feedback and challenges received from the Growth Board were able to produce a stronger set of projects that achieved greater support and buy-in from key stakeholders and partners and so resulting in potentially a better TIP for Harlow.





Key Partners and stakeholders supporting the development and delivery of the TIP vision and our priority projects

There are a variety of existing partnerships, forums and networks that we have been and will continue to work with on the delivery on the TIP. Over the years, we have actively been engaged in various themed and specialist partnerships where issues and concerns relating to the town have been discussed. This has helped us gain a clearer understanding of the challenges and issues facing the town as well as exploring with our partners potential projects that may help address the issues. Our longlist of potential projects for the TIP was informed by these dialogues and reflected the views and aspirations of a much wider partnership than just the Growth Board. This has helped ensure that the TIP has strategic alignment with many of our partners work.

Although, the TIP will focus on a handful of key prioritised projects, the Board and wider network of partnerships will continue to work on programmes of projects that will support the delivery of the wider TIP Vision. We will also engage this wider network of partnerships to help shape and influence the development of the full Business Cases for the TIP priority projects, where possible seeking common agendas that can be included to create better projects.

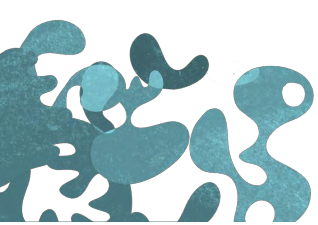


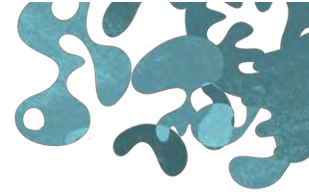
During the development of the full Business Cases we have agreed to work in partnership with **Anglian Ruskin University (ARU)** (who are one of our Growth Board members) to support us with identifying and quantitating the potential outcomes from each of the projects and the overall programme.

The Garden Town Quality Review Panel:



The Harlow and Gilston Garden Town have a Quality Review Panel which consists of a range of independent built environment experts. The QDP supports the delivery of high quality, innovative and sustainable placemaking in the Garden Town. As the full Business Cases are developed and designs are worked up on each of the projects, the QRP will be asked to review them to ensure that they are supportive to the development of quality placemaking that fits within the vision of the Garden Town and are actively supporting the delivery of the TIP vision.





Private sector stakeholders:

Once we established what our priority projects were, we commenced a programme of active engagement with many of the private sector stakeholders that had potential interest in the projects. This has included conversations with the key landowners and developers with interests near to the areas of the Town Centre to ensure that they were supportive and to sound out potential opportunities for them to investment. The landowners were supportive and we will continue these conversations as we develop the Businesses Cases.

We have also initiated a conversation with a land agent in relation to the Templefields employment area to get an update on how Covid-19 measures had impacted the area and explore issues linked to the project.

We have also had conversations with regeneration specialist, such as Lord Andrew Mawson and are reviewing other successful placemaking and regeneration case studies in order to explore how we can learn and apply any lessons and to understand the potential benefits to Harlow of their innovative approach to regeneration.

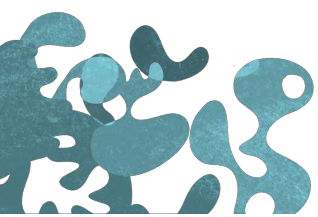
As we develop our full Business Cases for the TIP projects we will be engaging directly with a variety of key private sector stakeholders that have a direct interest in particular projects. This will include, but not be limited to, Town Centre landowners and retailers, local businesses especially those located within areas where projects will be delivered, bus companies, taxi drivers, Harlow Art Trust and potential investors and developers.

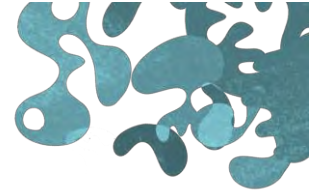
Community Engagement

Everyone who lives and works in Harlow has an interest in the future of the town and it is crucial that all groups are engaged in the process of developing the TIP. We therefore wish to engage with as wide and representative selection of the community as possible. We will seek to engage with groups within the community who have previously demonstrated an interest and have been actively engaged as well as those groups that are harder to engage within the community and underrepresented groups.

We will continue to utilise our existing proven networks and methods to engage with a wide breadth of our community on the development of and implementation of the TIP. These include using the network of existing community groups such as our Residents Associations, tenants and leaseholder forums, and Youth Council.

The Council's website and social media platforms will play a key role in this supported by those of Discover Harlow and other key stakeholders who can assist in driving residents and the community to on-line engagement opportunities.





Hard-to-reach groups:

A **Harlow Community Forum** has been recently set up which will help the Council identify and communicate with traditionally hard-to-reach groups. Invitees are representatives from BAME, faith, disabled and LGBTQ communities in Harlow. Hard-to-reach groups include residents who are not accessing or cannot access information online, those who are unlikely to engage with the council or can't speak or read English. One of the principles in the council's community engagement strategy is – "seeking to reach those communities and individuals not yet engaged i.e. hard to reach and marginalised groups."

We will ensure that our TIP plans are presented in as engaging and accessible ways as possible to the Community Forum. We also aim to undertake activities that will support the communities that the members of Community Forum represent to be actively involved in influencing the development of the TIP projects.

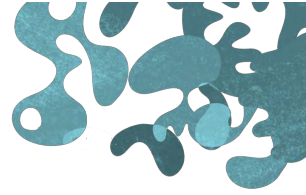
Alongside direct engagement through forums and consultation exercises we also have referred to research that has been commissioned. During the first few months of 2020 (both pre-Covid and during the first few months of lockdown), ARU undertook research including in-depth interviews with Harlow residents from hard to reach groups as part of the **Harlow Together Research** which investigated perceptions on integration between different parts of the community and migration patterns. This research has provided some useful insights into residents from harder to engage communities view's on the town, For instance several residents mentioned Harlow's "decrepit urban environment". The research also identified that residents would like Covid-safe places to meet, and identified a lack of digital skills amongst residents from socially excluded groups and the need to invest in education to help level up the potential of our communities.

We will use both digital and non-digital opportunities to engage with the development of the TIP to ensure that we can support groups who are harder to engage in the process. By undertaking a Digital-first approach we will be able to achieve a far greater level of participation from a broader cross-section of our communities than possible via traditional consultation and engagement events. Digital information can be accessed at any time of the day, and so offering greater scope for those who may be time poor or have mobility difficulties to get involved. But we will also use non digital methods to engage, such as print media articles and face to face events once it is Covid-safe to do so.

Potential consultation fatigue:

We are aware that, extensive consultation and engagement activities with our key stakeholders and communities have taken place on numerous potential projects and plans over many years. Recently there have been many public consultations seeking views relating to the development of Harlow and Gilston Garden Town, the Harlow



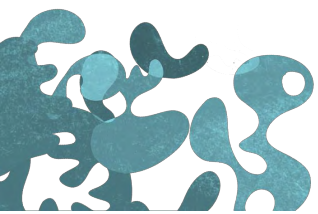


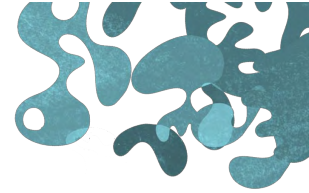
Council's Local Plan, as well as individual projects such as the Future High Street Fund submission. Care needs to be taken to ensure that we do not raise unrealistic expectations or cause consultation fatigue within the local community without being able to demonstrate that we are actively listening and, more importantly that change is taking place.

We have therefore opted not to undertake specific consultations for the development of the TIP vision and projects that looked to identify the key issues for our town. This would have felt like we were repeating consultations undertaken many times previously. Rather, we have collated and analysed the feedback previously received and used them to help inform the projects that were put forward as part of the longlist of projects. Throughout the process of selecting and refining the projects that were to be included in the TIP, we were mindful of the views of the public; aiming to ensure that the projects would achieve positive support and buy-in from local people. Importantly we have been able to cross check with feedback on priorities through the MyTown social media initiative.

It is essential that we continue to engage and consult with our whole community throughout the development and implementation of the TIP to ensure that they are able to influence and shape the development of the projects.

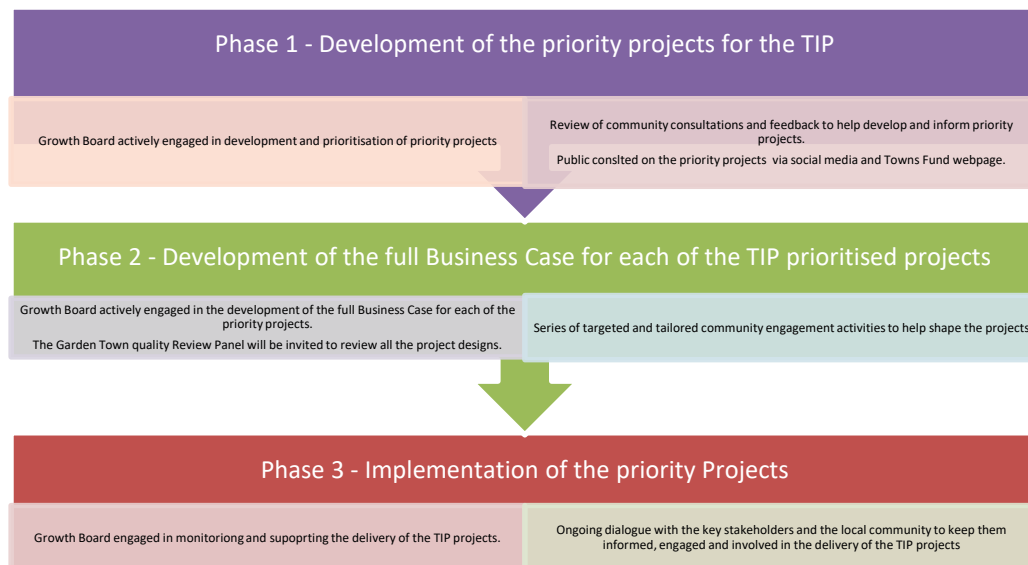
We will be consulting on the designs and options for the projects to ensure that as many people as possible can be fully engaged and able to influence the development and scope of the projects.





When:

The following diagram demonstrates the three key phases when stakeholder and community engagement will take place. This is expanded on at the end of this Stakeholder Engagement Plan.



WHAT is the purpose of the engagement?

It is important that we understand what the purpose is of any engagement that we plan to undertake prior to commencing the process.

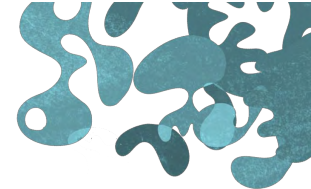
The purpose of the engagement will depend on at what point the engagement is taking place and what options there are to influence the development and scope of the projects.

During the preparation of the TIP we focused on active engagement with the members of Harlow Growth Board and ensuring that we achieved full buy-in from all the key stakeholders as this was essential to ensure that the TIP can be successfully implemented.

In October 2020 we undertook a public consultation exercise via social media and our Towns Fund website whereby we highlighted each of the TIP priority projects and asked for comments. This allowed the public to express their support or otherwise of the projects within the short time period available prior to our submission. The feedback received was generally supportive of the projects and reinforced the importance of focusing on the Town Centre regeneration projects.

We plan to undertake a series of stakeholder and community engagement activities during the development of the full Business Cases. The purpose will be to seek feedback to help inform the project development of each of the project Business Cases.





How?




Using our existing network of partnerships:

We will continue to engage with key stakeholders and partners using our extensive network of existing structures of partnerships and forums. As appropriate we will initiate discussions and dialogue on particularly relevant projects or issues so that partners are able to help shape and influence the development of the projects within the TIP. We will highlight where there may be opportunities for partners to get directly involved in the development and /or delivery of particular projects especially where there may be linkages that help deliver better outcomes. We will also ensure that we keep partners informed of the overall progress of TIP.

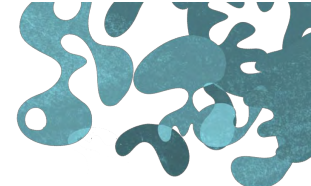
Community engagement channels:



There are many different methods of engagement available to us, particularly in the light of the growth of digital communications. We are adopting a Digital-first approach whilst the Covid-19 measures are in place and producing a TIP Communication Plan that supports this SEP.

The following summarises the main channels of community engagement that we will continue to use and potential new methods we will adopt:

Media	Detail
Digital - written	Dedicated Towns Fund page on the Council's website – this will be the main source of information and the principal online engagement / consultation portal. 
	Council social media – Facebook, Twitter, Instagram, Linked-in and You Tube – these will be used to promote and raise awareness of the TIP progress and consultation and engagement opportunities. 
	Discover Harlow Ambassador Network – regular updates in monthly newsletter and social media campaign to promote the Towns Fund and opportunities for approx. 430 members to engage.  Regular updates in the Harlow Stories Quarterly magazine (distribution of 500 printed copies plus available on-line).
	The Government backed website MyTown encourages residents to submit their views and ideas on the key issues in Harlow and how they would spend the £25 million Towns Fund investment

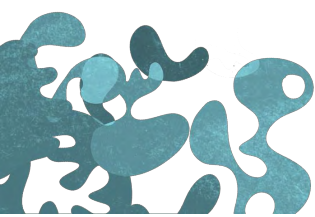


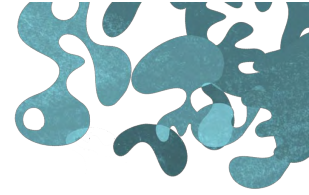


	
	 <p>Essex County Council social media will be used to promote and raise awareness of the TIP and the priority projects.</p>
<p>Digital: face to face</p> <p>Potentially these can be moved to physical face to face as and when they can be undertaken in Covid-safe ways.</p>	<p>Briefings, facilitated consultations and engagement activities such as focus groups undertaken via digital platforms such as Zoom / Teams. Key examples are listed below:</p> <ul style="list-style-type: none"> • Harlow Councillors • Harlow Youth Council • Discover Harlow Ambassador meetings • Harlow Community Forum • Tenant and Leaseholder panels and forums • Residents Associations • Safer Harlow Partnership • Third Sector Forums <p>Online exhibitions: We will endeavour to produce online interactive exhibition(s) outlining our project plans, utilising virtual tours of potential schemes and having staff available to talk through plans and help facilitate community engagement activities.</p>
<p>Print media and direct mail</p>	<p>Regular articles and up dates in local media (such as Your Harlow) and the Council's quarterly Harlow Times magazine that is distributed to every household in Harlow.</p>
<p>Outdoor advertising</p>	<p>Where appropriate we will use the Council's outdoor noticeboards (especially where they are located in high footfall locations) to promote and raise awareness of consultation exercises we are running and encourage people to get involved.</p> <p>We have many outdoor noticeboards including those located on the Civic Centre windows, in the Town Park and Town Museum and outside the Playhouse theatre.</p>

Feedback and evaluation:

We will review all the comments and ideas received during the consultation and engagement activities. We will feedback to our stakeholders and the community highlighting where they have influenced and made an impact on the process and development of the TIP and particular projects.





The Growth Board will oversee the delivery of this SEP and will be provided regular summaries of consultation exercises that are being undertaken and feedback received on the TIP projects and their implementation.

We will regularly monitor and evaluate the engagement activities to consider if we are achieving the outcomes desired from this SEP. This SEP is a dynamic plan and it will evolve and respond to issues and feedback as they arise and as a result it is expected that it will be regularly updated.

Ownership, Governance and resourcing:

Harlow Growth Board will monitor the delivery of this SEP throughout the implementation of the projects that make up the TIP.

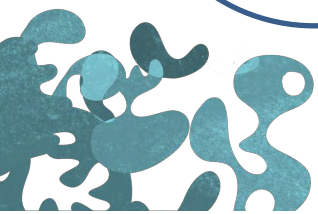
The Growth Board will receive regular updates on the progress of stakeholder engagement and will monitor whether the objectives and principles outlined within this document are being achieved.

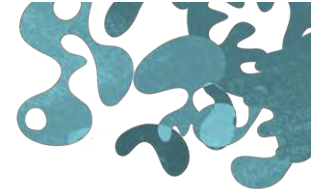
Prentice Place – creative engagement

Harlow Council has undertaken a major refurbishment of the Prentice Place neighbourhood centre in Potter Street. A competition was held for Graphic Design students from Harlow College to produce designs that reflected the local community that could be used on the back entrances to the buildings. The winning design was then developed into panels that were incorporated into the building's design.



We would look to repeat this type of exercise in the development of the TIP projects and engage with both local schools and college students.

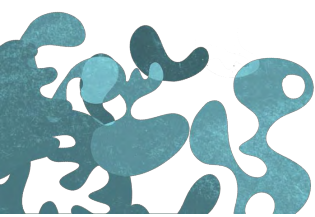


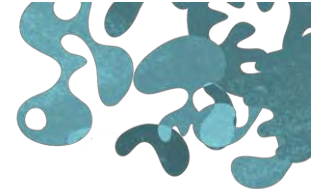


How past consultations have supported the development of our TIP vision and priority projects

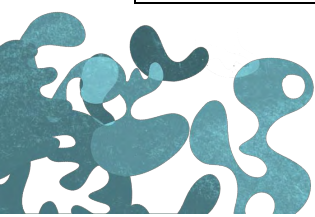
The development of the TIP has been built on the feedback received from extensive dialogues with a wide range of stakeholders as well as previous community consultations on numerous issues and strategies. The following table summarises how feedback we have received from numerous previous consultations have supported the development of our vision and its key objectives. The table also highlights how we used the feedback to create the long list of potential projects that reflected the themes of the Towns Fund Intervention Framework.

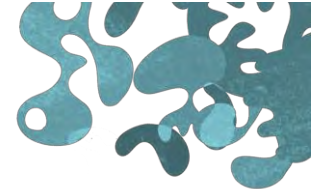
<u>Key aspect or theme of the TIP</u>	<u>Engagement activity</u>	<u>How influenced the TIP</u>
Harlow TIP Vision Our TIP Vision was built upon the many visions and strategies that already exist, which collectively reflect many years of work and consultations that are required for them to be adopted in their various guises.	Discover Harlow: During 2017 an extensive programme of consultation with a wide range of stakeholders and member of the community including a series of workshops was undertaken as part of the development of the Discover Harlow Place Branding work. This has resulted in the development of the Harlow Ambassadors network and Place Branding work.	Feedback received during these consultations were reviewed to gain a good understanding of what residents priorities were in relation to the town. The visions and objectives from each of these documents were carefully reviewed and underwent an intensive process of synthesising and refining to capture a vision for the Harlow TIP that the Board members agreed.
	Harlow and Gilston Garden Town: The HGGT team have undergone the following formal consultations regarding aspects of the planned growth of the town: <ul style="list-style-type: none"> • Vision, Design Guide and STC routes – July 2019 • Gilston Area Charter (undertaken by EHDC) – Feb 2020 • Transport Strategy – Feb 2020 Feedback from these consultations has demonstrated that the public generally support the modal shift but there is a need for the infrastructure to be in place prior to the growth taking place.	
	Local Plan: Statutory consultation undertaken during the development of the Local Plan prior to being submitted for inspection.	
	Harlow Growth Board: January 2020 – Growth Board Members undertook a visioning exercise August 2020 – Draft TIP Vision presented to the Growth Board September 2020 – Revised TIP Vision submitted to the Growth Board after feedback from members.	



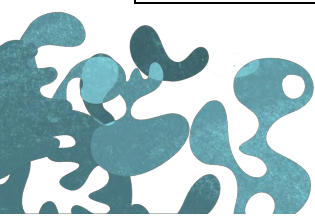


Local Transport	A key part of the vision for the Harlow and Gilston Garden Town is to achieve a 60% modal shift towards sustainable travel. The Garden Town Vision was consulted on in July 2019 Throughout 2019 and the first 6 months of 2020 The Garden Town team have undertaken an extensive programme of public consultation on their Garden Town Transport Strategy .	Feedback received from consultations highlighted that the importance to the public of ensuring appropriate infrastructure is in place prior to the planned growth of the town. 80% of respondents wanted better public transport. Led to the Sustainable Transport Interchange TIP priority project and to ensuring that active transport such as cycleway improvements were included within projects where possible.
	ECC undertook public consultation exercises in relation to the new M11 Junction proposals in 2018.	
	Feedback from Harlow Growth Board on the 22 projects that were initially shortlisted as potential projects to be included in the TIP initially resulted merging what were two separate potential projects (a pilot transport hub located at the EZ and improvements to the current bus station as an initial step) being merged into a one larger project that would have far greater an impact on the regeneration and economic prosperity of the town.	Growth Board feedback resulted in a major change to the projects put forward. The revised project was far more transformational and at a much greater scale than had previously been proposed.
Digital Connectivity	In June 2020 the Council undertook a digital consultation on the proposals for the regeneration of the town centre that were to be put forward as part of the Future High Streets Fund bid . Feedback highlighted that residents want a better experience with in the town centre. One where they feel safe and are able to see the town centre as more of a destination to visit.	The Town Centre safe social and connected responds to the feedback received during the FHSF consultation and we have ensured that we have included aspects that will help people feel safer in the town such as CCTV and improving the attractiveness of the bus station area as a gateway to the Town Centre.
Urban Regeneration	In June 2020 the Council undertook a digital consultation on the proposals for the regeneration of the town centre that were to be put forward as part of the Future High Streets Fund bid . The consultation process demonstrated that there was clear support for regeneration of the Town Centre as well as highlighting what were the key issues and concerns for residents about the existing Town Centre. The FHSF bid also received many letters of support from stakeholders expressing their support for the plans to regenerate the Town Centre.	It was clear from HHSF consultation that projects that helped to regenerate the Town Centre were a high priority for local residents. This helped reinforce the decision to prioritising three Town Centre projects that would positively transform the Town.

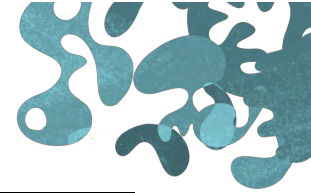




	<p>Feedback from businesses looking to relocate to Harlow: Over the years we have received feedback from several businesses that make it clear that the Town Centre is not felt to be a positive attractor for businesses to relocate to the town.</p> <p>The PHE relocation to Harlow; Economic Assessment report highlights the importance of regenerating the Town Centre in order to capture value from the relocation of new PHE employees spending locally once they work locally.</p> <p>“Perceptions of Harlow as a place to live and do business and generally poor. This has major implications for attracting and retaining PHE employees to / in the area, and also in developing the Life Science cluster.”</p>	
Arts, culture and heritage	In June 2020 the Council undertook a digitally based consultation on the proposals for the regeneration of the town centre that were to be put forward as part of the Future High Streets Fund bid . This included the plans to develop the Playhouse Quarter into an arts area which received positive public support.	Although we have not managed to include a project that focuses on arts and culture explicitly due to the limited budget, we do aspire to ensuring that culture is embedded in our regeneration schemes.
Skills infrastructure	<p>Extensive consultation with local businesses in the development of the Harlow Enterprise Zone Skills Plan that took place in 2012 and 2013 highlighted the need to create a skills pipeline of local people trained with appropriate skills to support the town's growth sectors (Life Sciences, ICT and Advanced Manufacturing). Underlying this is the need to promote STEM (science, technology, engineering and maths) at all levels as well as the development of specialist skills routes for the sectors.</p> <p>Ongoing dialogue with Life Science businesses and employees from the UK innovation Corridor through the M11 MedTech Forum, PHE skills group and ECC led Skills Engine project.</p>	The TIP supports Harlow Colleges aspiration to develop a local Institute of Technology which will deliver STEM linked Level 3 to 6 qualifications to local residents supporting the creation of a pipeline of suitably qualified local people who can access jobs in our businesses in our growth sectors.
Enterprise Infrastructure	During 2016 face-to-face dialogue and consultation took place with the majority of the businesses located within the Templefields Harlow Enterprise Zone area. Feedback received from the businesses highlighted very strong support for a new	The TIP includes a project to create a new road junction between Cambridge Road and River Way.

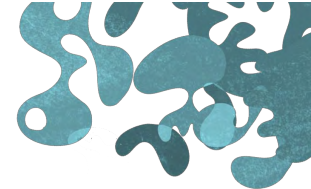


Harlow TIP Stakeholder Engagement Plan



	junction between Cambridge Road and River Way as it would reduce congestion and improve the employment area.	
	Our long standing aspiration to regenerate the neighbourhood centres in Staple Tye has been subject to stakeholder and community consultations over many years which have helped shape our plans. Unfortunately we have not previously had the funding to implement our plans for these areas.	The TIP includes a project to support the regeneration of Staple Tye through the development of new commercial spaces.

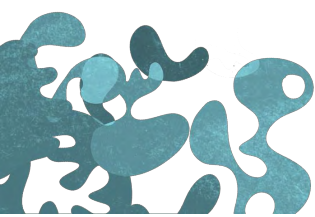


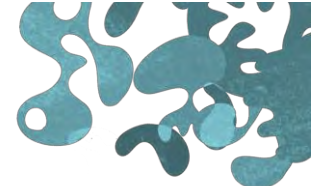


Quotes from the public supporting our projects

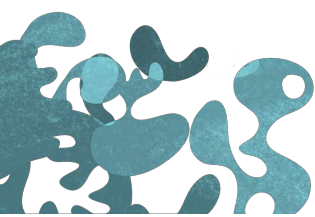
In response to the various consultations we have received hundreds of comments especially on social media and via the MyTown Initiative. The following is a selection of comments that demonstrate the support for the projects included within this TIP.

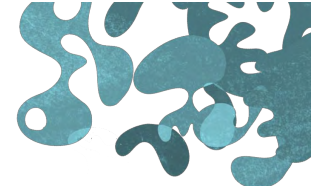
nu	Quote	Where from
Bus Travel / Bus Station linked Quotes		
1	I have recently entry moved into a new development but there are limited bus routes from them (Gilden Park, New Hall) to get into town centre.	MyTown website – March2020
2	The bus station in the town works it is the local network that needs improving.	Facebook October 2020
3	This looks really nice. The current place looks run down and feels unsafe...	Facebook October 2020
4	Would like to see more buses especially in the mornings between the hours of 7am/9am it's an absolute nightmare when they keep cutting out	MyTown March 2020
5	More frequent bus services.	MyTown January 202
6	More funding for bus routes & more recruitment of bus drivers & less working hours for bus drivers	MyTown March 2020
7	Frequent bus services	MyTown March 2020
8	From the GT Transport Strategy consultation: Over 80% of respondents want better public transport – the most supported measure.	GT Transport Strategy consultation report page 21
9	From the GT Transport Strategy consultation: 'we need to have a more attractive place to arrive in Harlow than the tradesman's entrance which is the current bus station in Terminus Street.'	GT Transport Strategy consultation report page 29
Templefields road Junction (which should encourage public transport)		
10	How about buses to Templefields ...getting workers to jobs would be such an innovative idea	Facebook October 2020
11	(Templefields is a) dreadful place to work and I feel for anyone who has been placed in housing down there.	Facebook October 2020
12	Bus to Templefields foe us people who do not drive.	Facebook October 2020
13	Templefiels should have been done years ago, takes one crash on that bridge and everyone's screwed.	Facebook October 2020
14	Decent transport to Edinburgh Way, The Pinnacles and any	Facebook



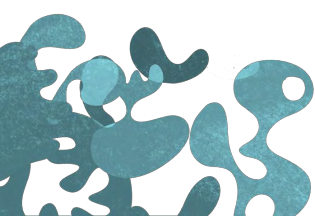


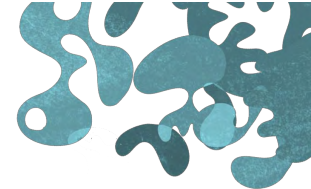
	other industrial estates as that's where lots of jobs are	October 2020
General Town Centre improvements – including safety issues		
15	Fed up with homeless / drunks congregating and stinking up Market Square / Broadwalk.	Facebook October 2020
16	When is the other half of the Town Centre getting bought out of the Stone Age? It's so tired and unattractive and needs vibrant youth centres and local business opportunities.	MyTown – March 2020
17	I would like the money to be spent on, improving the run down areas, bring our town centre back to life, improve local parks for kids, more police for the town, new social clubs and better facilities for grass roots football.	MyTown – March 2020
18	Putting money into town centre would be great idea.	MyTown – March 2020
19	More lighting in and around Harlow town/Harvey centre at night to make public feel safer. Increase CCTV to reduce/deter crime and criminals.	MyTown – March 2020
20	The Harvey centre upstairs is full of empty shops which doesn't entice shoppers to go up there. Also free parking would encourage visitors to the town. It's almost 3 different zones, the water gardens, Harvey centre & original parade with what used to be the market. It would be amazing to somehow merge these all together to encourage shoppers to use all of the town, not just part of it.	MyTown – March 2020
21	Refurbish the Broad Walk area, including Stone Cross and Post Office Walk, buildings façades and urban furniture and equipments making it more attractive for the public to come shopping to Harlow. Make free parking in the Water Gardens. Amend roads holes and pedestrian paths in Mark Hall area.	MyTown March 2020
22	Revitalising the town centre near Harvey centre	MyTown March 2020
23	Invest in the town centre as not what it used to be	MyTown March 2020
24	Town centre investment	MyTown March 2020
25	<i>It's] not very safe, I'm not happy when I go to the town centre, it's not the nicest place in England or, you know... it's very down and sad. (Resident Interviewee 4)</i>	(Resident Interviewee 4) Harlow Together; ARU research into Ethnic and Culturally diverse groups in Harlow – July 2020 page 36





Staple Tye		
26	Transport and Staple Tye share the money, both need it	Facebook October 2020
27	Sounds good to me. Harlow Town Centre and Staple Tye are in need of improvement, especially when it comes to safety.	Facebook October 2020
Improvements to cycle tracks		
28	Cycle track improvements would be great	Facebook October 2020
29	Love the cycle tracks. If they could be looked after it would be fantastic for all cyclist and dog walkers alike. The nature along the cycle tracks is enchanting.	Facebook October 2020
30	Clean up tatty cycle tracks and underpass's.	MyTown January 2020
31	cleaner under paths	MyTown March 2020
32	Upgrade our great cycling paths. Linking Harlow with cycling routes to neighbouring towns / canal paths allowing commuting to close by towns and London.	MyTown March 2020
33	Repair and maintain all Cycle paths Install more cycle lanes on roads, giving priority to cyclists Ensure every school promotes Bikeability courses and encourages children to ride to school	MyTown March 2020
34	From the GT Transport Strategy consultation: Three quarters of people support walking and cycling improvements.	GT Transport Strategy consultation report page 21
General economic		
35	Creating more jobs and apprenticeships in the town and attracting visitors to the town will help boost the town's economy for businesses.	MyTown March 2020
General about the town		
36	<i>It was sort of like an imitation of a village, very much based on unity and ... every housing estate had its own anything from a little shop to a park, to a church, ... So it sort of was mimicking villages I suppose... I think it's a wonderful place to live you know, for all ... and I do think it has a real, at its heart, a real community spirit.</i>	(Resident Interviewee 1) in Harlow Together; ARU research into Ethnic and Culturally diverse groups in Harlow – July 2020 page 36



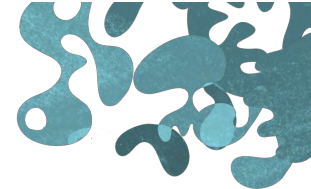


Summary of our Stakeholder and Engagement Plan:

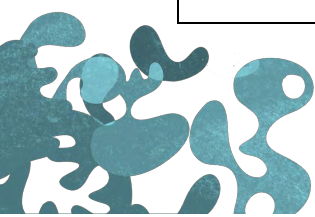
The following table summarises our approach to stakeholder and community engagement to support the development and delivery of the TIP and its priority projects. It highlights the activities that have taken place or are planned in each of the key stages. This plan will evolve as the Business Cases and projects are developed further and then implemented. We will actively consider new ideas and opportunities as they arise which present ways that our community can be engaged in the projects.

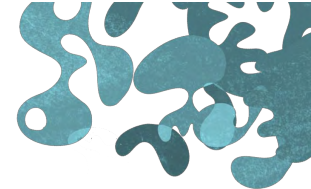
Stage / dates	Summary of engagement activities
Development of the TIP	
Stage 1: December 2019 to July 2020	Reflecting on previous feedback: Consolidating and reflecting on previous stakeholder engagement and community consultation exercises identifying key issues and themes to support the development of the TIP Vision and potential projects.
Stage 2: July to September 2020	Agreeing TIP Vision and Project prioritisation process: Harlow Growth Board engaged in: <ul style="list-style-type: none"> • Agreeing TIP Vision • Developing the longlist of potential projects • Agreeing prioritisation process • Scoring and ranking projects Feedback and challenge from Growth Board on whether initial prioritised projects were ambitious enough resulted in reviewing and redefining projects. Revised priority projects agreed by Growth Board. Note: Responding to Growth Board feedback and ensuring strong buy-in from all the Growth Board took additional time and pushed back the planned community consultation exercise.
Stage 3: October 2020	Wider stakeholder and community consultation of the prioritised projects: Briefings and presentations to key stakeholders to raise awareness of the TIP priority projects, gain buy-in and listen to feedback on potential project scope and design: <ul style="list-style-type: none"> • Briefings to Harlow Council Councillors including presentations to the Town Centre ward Councillors • Presentation to Harlow Council Youth Council • Presentation to key Town Centre landowning stakeholders on the proposed Towns Fund and Future High Street Fund projects Raise awareness and encourage feedback on the TIP priority projects via dedicated Harlow Council's Towns Fund website.



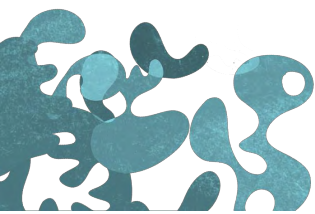


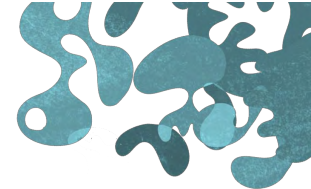
	<p>Promoted via:</p> <ul style="list-style-type: none"> • press release • Council's social media platforms (Twitter, Facebook) • Harlow Ambassadors network and social media campaign • Promoted to existing networks and partnerships to raise profile and highlight opportunity to provide feedback on projects • Promoted to existing community groups and partnerships such as Harlow Community Forum, Residents Associations and via Rainbow Services wide network of community groups and their membership.
Post agreement of TIP Heads of Terms	
<p>Stage 4: January to December 2021</p>	<p>Programme of community engagement on TIP projects: Tailored programme of community and stakeholder engagement on each TIP project designed to ensure public and key stakeholders are able to influence the development of the design and content of the projects through the development of the full Business Cases. This will include:</p> <ul style="list-style-type: none"> • Garden Town Quality Review Panel reviewing design of projects • Community consultation on design options for the town centre improvements and the transport interchange • Engagement with Town Centre businesses, retailers, landowners and transport providers on plans for the Town Centre • Engagement with business owners, landowners and other stakeholders in relation to the Cambridge Road junction • Engagement with existing local businesses and residents in Staple Tye regarding the regeneration plans • Design workshops with key stakeholders and members of the community • Outreach activity by the college to both local businesses and local families to highlight the opportunities that an Institute of Technology will provide locally. <p>Where it is appropriate to introduce creative elements into the projects such as incorporating new sculptures or creative visual elements into the designs of new buildings or public realm areas we will aim to engage the local community through school / college / local artists design competitions on design options.</p> <p>Implementation of Communication Plan that provides regular updates on the development of the projects and highlights opportunities for engagement.</p> <p>Communicating how community / stakeholder engagement and</p>





	feedback has influenced the design and scope of the projects during the development of the full Business Cases.
	Growth Board to oversee development of project Business Cases: Growth Board to be involved in agreeing scope of project, identify potential linked opportunities that may support the prioritised projects and to promote the wider stakeholder and community engagement opportunities.
	Sub-groups of Growth Board to oversee particular aspects of the development of the project Business Cases.
Implementation stage of the Projects	
Stage 5: 2022 to 2026	Growth Board to monitor the implementation of the TIP projects: The Growth Board will receive regular updates on the progress of the projects and engaged in appropriate activities to ensure that they continue to influence the outcomes that the projects will deliver. Sub-groups of the Growth Board overseeing key aspects of the implementation of TIP programme.
	Programme of community communication and engagement activities throughout the implementation of the projects: Programme of communication and engagement activities linked to the implementation of the projects ensuring ongoing opportunities for engagement and influencing deliver of projects. This will include: <ul style="list-style-type: none"> • Ongoing communications to raise awareness of the projects and keep engagement activity • Continuation of possible school / college engagement of designs for creative visual elements of project designs • Schools competition for designs of boards around construction sites • Engagement with potential end users of the builders to encourage them to deliver engagement activity during the build phase

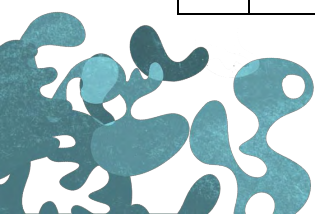


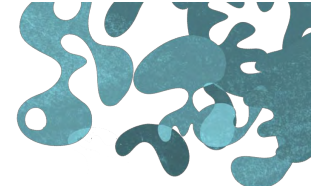


Risk assessment of the Stakeholder Engagement Plan

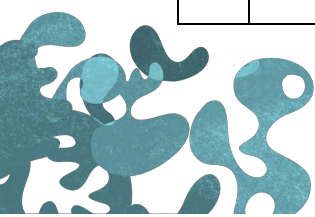
The following is an assessment of the risks associated with our TIP Stakeholder Engagement Plan and the mitigating actions that we will put in place to limit the risks.

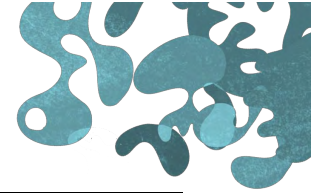
Nu	Risk Description	Potential impact	Mitigating actions
1	Failure to involve the right people at the right time	<ul style="list-style-type: none"> -Not achieve strong buy-in from all stakeholders. -Some stakeholders try to obstruct or undermine the TIP. -Potential delays in process at key points as needing to put resources into to engaging key stakeholders to try and ensure support. -Wrongly timed engagement with key stakeholders result in feeling that not properly engaged in the process and challenge to process. 	<ul style="list-style-type: none"> -Undertake stakeholder audit and review regularly to check that aware of all key players. -Undertake stakeholder audits for each TIP project and regularly review to ensure that involving all key players. -Ensure Growth Board members briefed and actively engaged early on and on a regular basis. -Review membership of Growth Board and sub-groups to ensure that right people from all relevant organisations are involved. -Ensure Cllrs briefed and actively engaged early on and on a regular basis. -Ensure that key Cllrs are briefed prior to public announcements. -Actively review SEP regularly to ensure that identifying key stakeholders and opportunities to involve them in the process. -Undertake a Consultation Audit to ensure that TIP engagement activities do not duplicate or clash with other planned consultations by the Council or our partners.
2	Failure to manage expectations	<ul style="list-style-type: none"> -Key stakeholders feeling that they have greater influence than they actually have. -Delays to process as expectations realigned and managed. -Misunderstandings of what the TIP projects are aiming to achieve. -Potential for scope creep which could affect budgets 	<ul style="list-style-type: none"> -Explain fully in plain English the process and how can influence. -Outline the purpose of any engagement process clearly and clarity of what it can influence. -Ensure that context of TIP is explained fully in consultations. -Monitor and positively manage impact of all changes made to projects as a result of feedback. -Implement strong change management process that costs out





		and timeframes of budgets.	each proposed change resulting from stakeholder engagement.
3	Failure to involve a wide representative range of the community	<ul style="list-style-type: none"> -Fail to engage with key groups, especially harder to engage groups. -Community engagement and feedback not representative of our community. -Fail to deliver strong buy-in from wider community for proposed interventions. -Negative backlash to proposals -failure to deliver desired outcomes from TIP and deliver the TIP vision. 	<ul style="list-style-type: none"> -Design each consultation and engagement activity to reach as wide cross section of the community. -Ensure that a wide range of methods and channels are used to engage the community with. -Analyse and evaluate responses from community engagement activities to understand whether particular groups have been actively engaged with. Develop targeted engagement activities focusing on key target underrepresented groups of our community. -Encourage Growth Board members to actively promote any engagement activities to their networks within the town.
4	Poor quality engagement	<ul style="list-style-type: none"> -Limited engagement from wider public. -Negative feedback from local community. -Failure to achieve strong buy-in from key stakeholders and wider community for TIP and projects. -Loss of trust from the community. -Negative impact on Council's reputation -Negative impact on the Growth Board and its partners. 	<ul style="list-style-type: none"> -Carefully review each engagement activity prior to it being undertaken to ensure applying the SEP engagement principles and understands what, who, why and how we will engage. -Ensure adequate resources are allocated to all engagement activities from an early stage and throughout the process. -Be open and honest about the process and how people can influence the projects.
5	Feedback from engagement results in changes to project scope.	<ul style="list-style-type: none"> -Proposed changes have unexpected impact on budgets. -Reviewing impacts of proposed changes cause delays to project timeframes. 	<ul style="list-style-type: none"> -Carefully design engagement activities so that it is clear what people can influence. -Monitor and positively manage impact of all changes made to projects as a result of feedback. -Implement strong change management process that costs out each proposed change resulting from stakeholder engagement.





			-Need to have clearly defined project scope and ensure that any proposed changes will help achieve stated outputs and outcomes of the project and TIP.
6	Community experiences “consultation fatigue” and becomes cynical /sceptical and loss of trust	<ul style="list-style-type: none"> -Lack of engagement in the process. -Negative view of all community engagement exercises as public has not seen any change implemented. -Loss of trust. -Lack of community buy-in to TIP and priority projects. 	<ul style="list-style-type: none"> -Mindful of issue in designing engagement processes. -Ensure that review and reflect results of previous consultation exercises undertaken in TIP and the prioritised projects. -Ensure communication reflects how previous feedback has influenced the development of plans. -Demonstrate and celebrate changes and delivery of projects regularly to highlight achievements and changes made. -Updates on consultation / engagement feedback and planned activity regularly provided to the Harlow Growth Board.

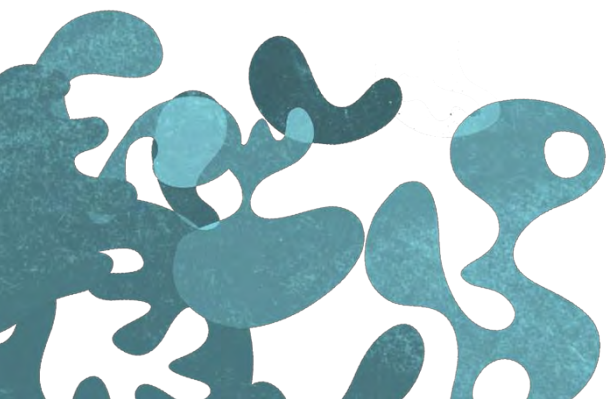




HARLOW

TOWN INVESTMENT PLAN

3. Letters of Support





Dear Harlow District Council,

RE: HARLOW TOWNS FUND INVESTMENT PLAN

I am writing on behalf of ARU to confirm our institutional support for all aspects of the proposed bid into the Towns Growth Fund.

The benefits of significant investment into improving the infrastructure at the heart of the town centres to draw in footfall and retail opportunity cannot be understated and the overall vision to enhance the connectivity and ease of travel in sustainable and healthy ways for visitors and citizens of Harlow alike is one that we support entirely. ARU would be very keen to explore how we can support the delivery of the vision, through working with our experts in construction, information technology, creative industries and sustainability.

In addition, we would encourage all efforts to identify funding support for the IoT bid by Harlow College, it is vital that we find local solutions to raising aspirations and life opportunities through engagement with education and skills development, and in discipline areas and subjects for which there is demand in a knowledge based economy recovering from and looking to future growth beyond the impacts of Covid-19.

Thank you,

Professor Yvonne Barnett

Deputy Vice-Chancellor for Research and Innovation

ARU



Dear Harlow District Council,

RE: HARLOW TOWNS FUND INVESTMENT PLAN

Essex County Council are very supportive of the priority projects that have been chosen as part of the Towns Fund submission for Harlow. The selected projects will bring economic regeneration to Harlow and provide skills and jobs to Harlow residents, support social inclusion and maximise the opportunity to leverage major investments.

The Reimagining of the Town Centre is a key piece of activity to ensure that it becomes a vibrant and thriving place to support not only its existing residents but those of the new Harlow Gilston Garden Town and the vision and priority projects will help to achieve this.

Modal shift is a key aspiration for the Harlow Gilston Garden Town to improve air quality, reduce carbon emissions and promote active travel. The new Sustainable Transport Interchange and Transport Commercial Hub will enable the integration of the Town Centre and the Harlow Gilston Garden Town, so local residents can access it for leisure, retail and business, and choose sustainable methods of transport to do so.

I am delighted with the updated list of Towns Fund priority projects. This is an amazing opportunity to regenerate our town.

I am particularly pleased with the plans for the regeneration of the bus station and Town Centre. It is extremely important that this area is revitalised to increase High Street footfall, improve transport links and encourage more shops to our Town Centre. It is also welcome to hear that improvements to lighting and CCTV will be included in the proposal as this will hopefully help to tackle the antisocial behaviour currently experienced in the town centre area.

Additionally, the regeneration of Staple Tye is well received and it is fantastic to hear that steps are being taken to improve our neighbourhood centres.

I would also like to once again reassure you that I am in full support of the creation of an Institute of Technology. This would be an exciting addition to our town and it would go a long way in enhancing our skills provision.

Best wishes,

Robert

Rt. Hon. Robert Halfon MP

Chair of the Commons Education Select Committee

Working hard for Harlow, Hastingwood, Matching, Nazeing, Roydon and Sheering



Dear Harlow Council,

I write on behalf of The Harlow & District Chamber of Commerce in support of the 3 inter-linked **Town Centre projects** proposal under the Towns Fund TIP submission. We strongly support this application and the focus on creating a “social, safe and connected space”.

- A pilot neighbourhood approach initially focusing on the regeneration of **Staple Tye**
- Unlocking the both the Templefields Enterprise Zone and the new road bridge for the Gilston Garden Town development through the **new Cambridge Road / Riverway junction**
- Funding towards Harlow’s College plans for the **Institute of Technology** (our reserved project which we will look to fund if we are able to)

Through this letter, we acknowledge specific roles and responsibilities and we will fulfil our part in helping the delivery of this project once the funding is made available.

We look forward to continuing working with you.

Yours sincerely,

Mike Harrowven

Non Exec Chair

HTS Group Ltd & HTS (Property & Environment) Ltd



Harlow Growth Board TIP Submission

Harlow & Gilston Garden Town was designated by the Ministry for Homes, Communities and Local Government in January 2017 and, in doing so, created one of the most exciting growth opportunities of any place in the UK.

The Garden Town prioritises community, sustainability and regeneration. Key to realising these priorities is a thriving and prosperous town centre that will not only serve existing residents but redesign the centre as a place to live, work and play alongside attracting additional investment to realise the Garden Town vision, something ever more important to meet the challenges presented by COVID-19.

At the core of the Garden Town regeneration initiative is a focus on active travel and a new public transport network that is frequent, affordable and accessible, enabling residents to access services and opportunities across the Garden Town while reducing carbon emissions and leaving the car at home.

Funding for the three proposed and interlinked town centre regeneration projects will be the catalysts to unlocking further town centre investment, bringing about a town centre serving the needs of a Garden community planned to grow significantly.

The Garden Town regeneration team support Harlow Growth Board's Town Fund TIP submission with the proposed projects not only contributing to the successful delivery of over 20,000 new homes but to the wider Harlow & Gilston Garden Town itself.

Based in the central zone of the UK Innovation Corridor, it will also make a significant contribution to the UK's economic recovery

Yours

Guy Nicholson

Chair HGGT

Ministry of Housing, Communities & Local Government
Fry Building
2 Marsham Street
London, SW1P 4DF

23 October 2020

Dear Sir/Madam

Re: Harlow Town Improvement Plan

I write in support of the Harlow Town Improvement Plan (TIP) that has been developed by Harlow District Council and has the support of the Harlow Growth Board.

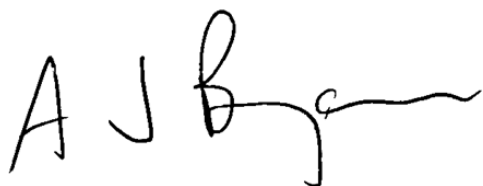
The Harlow TIP has good strategic alignment with SELEP's draft LIS and the developing Recovery and Renewal plans and builds on the almost £23m of investment SELEP has made in the Harlow area through the Local Growth Fund and Growing Place Fund.

A further four projects in Harlow have been selected for a total of £6m investment from the SELEP allocation of Getting Building Fund, further evidencing the recognition by SELEP of the importance of levelling up Harlow.

The projects identified in the TIP will all deliver outputs and outcomes that will contribute to realisation of our Smarter Faster Together Strategy priorities of Creating Ideas and Enterprise, Creating Places and Developing Tomorrow's Workforce.

I am confident that Harlow will show a very positive return on any investment received from the fund. I therefore commend the TIP to you.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'A J Bryan', with a long horizontal flourish extending to the right.

Adam Bryan, Chief Executive Officer



23 October 2020

RE: Harlow Town Investment Plan and Towns Fund Programme

To whom it concerns,

We would like to express our support for Harlow's Town Investment Plan and in particular the projects that support the regeneration of Harlow Town Centre.

Harlow Town Centre is the principal economic and social hub for the town and the sub-region beyond. The proposals highlighted in the Town Investment Plan, along with other interventions in the pipeline provides an essential catalyst to encouraging and leveraging further investment, enabling the Town Centre to perform its role in supporting a thriving and successful Harlow.

Harlow is facing a once-in-a-lifetime opportunity to deliver substantial economic and housing growth. Located at the heart of the UK Innovation Corridor (London, Stansted and Cambridge), significant opportunities are planned and progressing in and around the town. The success of these developments relies upon the regeneration of Harlow Town Centre as a first class destination with pride of place at the centre of the community.

Strawberry Star firmly shares Harlow Council's and the Harlow Growth Board vision that, with the right intervention and regeneration, the Town Centre can thrive once more and better serve the needs of Harlow and the surrounding community. We truly believe in the potential for Harlow and, in having recently acquired a major development site in the Town Centre, are fully committed to significantly investing in its future.

The 1.5 hectare site is to the north of the Harvey Centre; currently an underutilised part of the Town Centre, but with great potential to be a key contributor in achieving real transformative change. It already benefits from a planning permission granted last year (ref. HW/FUL/19/00291) for Phase 1 of a significant redevelopment to deliver circa 4,000sqm of modern and flexible retail floorspace and circa 520 new homes. Not only will this redevelopment help regenerate the physical environment and public realm, but it will also provide a major injection of activity and vitality; bringing more people back inside the Town Centre for living, visiting and working. Strawberry Star is keen to deliver the Site's redevelopment and currently intends to commence Phase 1 in Q3 2021, with later phases to follow not long afterwards.

Beyond our own land interest, Strawberry Star is confident that Harlow Council, in producing its new emerging Local Plan and Town Centre Area Action Plan, is setting a positive and proactive framework to best focus the direction of development and enable the delivery of its vision for a revitalised and prosperous Town Centre. Writing as a new key landowner, with a planning permission in place and a real enthusiasm to get underway, we feel confident in saying the Council's vision for the Town Centre is not merely an aspiration for the far off future; it can become real and soon.

Strawberry Star is ready to play its part in enhancing Harlow Town Centre and contributing to it having a prosperous future, but we are just once piece of the puzzle. Further development and investment is needed in order for the Town Centre to reach its full potential and truly flourish as a coordinated whole to the benefit of the Harlow community. We, therefore, strongly support Harlow Council in its bid for Future High Streets Funding.

Yours Sincerely,

Kenny Fitzmaurice
Development Manager
Strawberry Star Homes

RE: Harlow Town Investment Plan and Towns Fund Programme

To whom it concerns,

We would like to express our support for Harlow's Town Investment Plan and in particular the projects that support the regeneration of Harlow Town Centre.

Harlow Town Centre is the principal economic and social hub for the town and the sub-region beyond. The proposals highlighted in the Town Investment Plan, along with other interventions in the pipeline provides an essential catalyst to encouraging and leveraging further investment, enabling the Town Centre to perform its role in supporting a thriving and successful Harlow.

Harlow is facing a once-in-a-lifetime opportunity to deliver substantial economic and housing growth. Located at the heart of the UK Innovation Corridor (London, Stansted and Cambridge), significant opportunities are planned and progressing in and around the town. The success of these developments relies upon the regeneration of Harlow Town Centre as a first class destination with pride of place at the centre of the community.



Harlow District Council

6th Floor, River Park House
Wood Green
N22 8HQ

Email: john.mcgill@lsc.co

Dear Harlow Council

Harlow Towns Fund bid

Harlow is at the heart of the Central Zone of the UK Innovation Corridor and is very important for the future growth and success of the Corridor as the UK's leading sci-tech region. We believe this town investment plan will strengthen Harlow's position within the Corridor.

The Innovation Corridor is the UK's leading sci-tech region, driving investment and growth from London to Cambridge in life sciences, ICT, digital and media, AgriTech and advanced manufacturing - ensuring economic success for the whole nation.

A dynamic ecosystem of international businesses, academics, ambitious start-ups, City finance and law firms; the Innovation Corridor is unique in that it is 'bookended' by two globally renowned city regions, namely London and Cambridgeshire & Peterborough. The Innovation Corridor facilitates and works to harness the world-leading activity taking place across these city regions, especially in the fields of life sciences, biomedical sciences and medtech as well as across the ICT, agritech, clean tech and advanced manufacturing sectors.

While London and Cambridge are the internationally recognised brands which are world leaders in life sciences and related technologies, it is Harlow which provides the space for future sustainable growth within the Corridor. This is space for research and development and, potentially, for manufacture too. It is also space for homes and communities which provide the people with the skills and talent to work in this Corridor. With places such as Harlow growing and renewing, the Corridor has the potential and ambition to be world-leading and at the forefront of the UK as a scientific powerhouse.

Our research into the success criteria for innovation spaces shows that the key factors are:

- Creating an ecosystem – a curated cluster of related organisations
- Access to talent – the right people with the right skills and a strong science base
- Having good connections – physical and digital infrastructure connecting to the network
- Amenity – having the right facilities with supporting amenities, close to appropriate housing

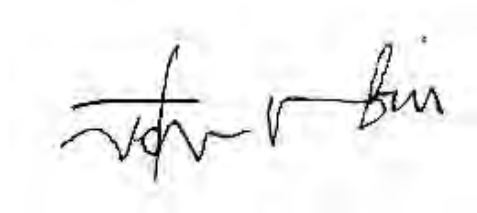
While Harlow scores quite well on these it needs investment to ensure that it can optimise its position approximately equidistant between London and Cambridge and, in turn, for Harlow to support the growth of the whole Corridor.

This is why we strongly support Harlow's submission to the Towns Fund. The regeneration of Staple Tye to provide additional flexible working space; unlocking additional space at Templefields to provide additional space for the enterprise zone; and, as a reserve project, support for the emerging institute of technology based at Harlow College.

These projects will improve Harlow's performance as a key node within the Innovation Corridor, cementing the Corridor's position as the UK's most important cluster for life sciences and med tech.

The Corridor commends these projects and the town investment plan which the council has created with close involvement with ourselves, the community and other partners.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John McGill', with a stylized, cursive script.

John McGill,

Director, UK Innovation Corridor



HARLOW

TOWN INVESTMENT PLAN

4. TIP Projects

Theory of Change Analysis

Project Title	Harlow College – Institute of Technology		
Project Summary	<p>Harlow College is seeking to develop a local Institute of Technology focused on STEM subject areas supporting Harlow’s target employment growth sectors.</p> <p>This will support the labour supply needs of key local employers including PAH, PHE and HSP/EZ tenants. To deliver the IOT, major refurbishment of two existing buildings located at Harlow College campus is required. These buildings were originally constructed in the late 1940s as part of a secondary school and require modernisation including digital infrastructure to deliver a high-quality STEM focused curriculum. These buildings will need to be updated regardless of the ambition for an IOT as they will be used to deliver the college’s T-Level courses in construction, digital, health and life science and education and childcare.</p> <p>Additional capacity for the delivery of IAG activity will also be included in this project.</p>		
Towns Fund Intervention Framework theme	Skills Infrastructure		
Input	Upgrade of two Harlow College existing late 1940s buildings that are not fit for purpose to deliver state of the art technical education and training.		
Evidence of need	Strategic objective	Why this project?	Outcomes
<p>Poor skills profile of Harlow residents:</p> <p>High rates of residents with no qualifications.</p> <p>Low rate of local residents achieving higher qualifications levels.</p> <p>Low & falling levels of HE participation rates and falling rates of FE participation studying level 2 & 3.</p> <p>Falling levels of apprenticeship participation.</p> <p>School attainment at GCSE and Level 3 is low.</p>	<p>Harlow TIP Vision objective:</p> <p>Aligning and developing skills of local residents to take advantage of future employment opportunities. Driving investment in skills training infrastructure to better align the skills of local people to take advantage of the more diverse range of emerging employment opportunities.</p>	Timely opportunity linked to Government 2 nd wave prospectus opportunity.	<p>Towns Fund Intervention Framework Outcome:</p> <p>Number of new learners assisted</p>
		Supports and aligned to other projects taking place including HSP & EZ; PHE & Life Science cluster of UK innovation Corridor.	Increased share of young people and adults who have relevant skills for employment and entrepreneurship
			% of learners gaining relevant experience / being “job ready” as assessed by employers
			Increased collaboration with employers
			Availability of new specialist equipment
		Linked to SELEP Skills offer – Harlow College is linking in with collective bid for an IOT covering whole of SELEP area.	Increased benefits for the public education over the Long Term

Wage differentials: Need to reduce differential between resident wages and employee wages. Local residents do not access the town's High value job leading to a wage differential between residents of the town and those that commute into the town for work.	Skills objectives: Increase educational attainment (generally and at different levels). More residents with STEM qualifications.	Increases both vocational and academic skills offer in town.	Wider project outcomes: Increased FE/ HE engagement levels
		Supports Inward Investment offer of town especially to businesses within the growth sectors.	Increased level of locally qualified people
Business needs: Strong requirement for skilled labour supply pipeline. Specific Science and Technology skills required for Harlow and the UK Innovation Corridor growth employment sectors (Life science, ICT and Advanced manufacturing) and linked to local businesses. Long term skills shortages have been identified. Underlying requirement is a strong pipeline of STEM skills (of all levels).	Employment objectives: More local residents working in local science and technology businesses. More local residents accessing high value jobs available in the town.	Driving up skills & qualifications of local residents levels especially STEM.	Increased FE/ HE engagement levels
		Delivery of IAG capacity as part of this project will support residents to make informed choices about their studies and careers choices, which in turn will encourage more people to study STEM related subjects.	Increased profile of STEM education locally leading to increased take up of STEM subjects.
	Inward Investment objectives: More businesses, especially from the growth sectors, attracted to locate in the town – including in key employment sites such as HSP, EZ and the PHE site	Location of an IOT attractive to business as will provide directly relevant skill pipeline with strong employer engagement approach including potential joint design on curriculum to directly meet business skills needs.	STEM qualifications delivered by college directly meeting the needs of existing and future science and technology high value employment opportunities in and around the town
			Availability of Level 3 to 6 STEM qualifications locally.
PHE relocation to Harlow; Economic Assessment report: “At present, skills levels in Harlow and the Core Area do not match all of PHE requirements. Meaning that local residents will need accessible routes to opportunities being generated at PHE Harlow.”	Sustainability of FE & presence / links of HE in town. Suitable updated physical buildings and infrastructure.	Helps support raising aspirations of young people. Demonstrates what can be achieved and provides clear routes to employment.	Increase in resident wages levels.
			Improved educational offer (especially STEM) in the town.
College buildings: Need to upgrade Harlow College buildings that are not fit for purpose to deliver state of the art technical training as based in original 1940s old school buildings.			Increased number of businesses and therefore jobs locally
			STEM qualifications delivered by college directly meeting the needs of existing and future science and technology high value employment opportunities in and around the town

Need for IAG: Need for independent advice and guidance (IAG) regarding careers to help residents to make informed careers and studies choice..	Linked to wider Institute of Technology covering the SELEP area. Closer links to HE institutions.	Provision al of IAG enables people to make informed careers choices.	Increased number of local residents working within the growth sectors
			Increased economic prosperity of the town
Assumptions	The demand for skilled STEM qualified workers exists and will continue to increase.		
	There is currently an over-reliance on in-commuters for jobs that require skills and qualifications at Level 3 and above.		
	Local residents are by-passed for new and future employment opportunities and this results in exacerbating low pay and deprivation.		
	Local residents are unaware of the opportunities that STEM qualifications could provide them locally. By introducing an element of IAG delivery will support people to make informed choices that reflect the potential careers and earning capacity locally and so encourage larger proportion of people to study STEM subjects and pursue STEM careers.		
	This project has a TIP ask of £0.625m. This is made up of £0.5m capital funding contribution to the modernisation of two existing campus buildings to create state of the art STEM facilities. The remaining £125k will be a revenue ask to deliver IAG locally (equating to £25k per year over the 5 years of the programme. IAG provision will fundamentally support the objective of increasing the supply of STEM qualified residents locally as it will enable residents to make informed choices about what employers are located locally, which have higher value jobs available and provide demonstrable pathways into these jobs and so helping residents to make informed careers and study choices that will lead to a higher proportion of STEM subjects.		
	The existence of an IOT within Harlow will act as an attractor to new employers to locate within the town.		
	The replacement organisation of PHE will relocate to Harlow within the next 5 years. This will lead to: a) a direct need for STEM skilled people and b) attract a cluster of Life Science businesses opting to locate near-by ; in addition to the already existing cluster that is located within the UKIC area. c) support a cluster of local supply chain organisations		
	Modernising two buildings to create state-of-the-art facilities to deliver STEM courses within a new IOT as part of Harlow College will: a) Encourage more local students to take STEM courses at Harlow College b) Raise the profile of STEM courses locally c) provide the environment suitable to deliver high quality STEM skills offer d) Encourage more local employers to work with the college to create a directly relevant curriculum		

	e) Encourage more employers to locate to the area as they will see the potential pipeline of skilled local workforce
	Harlow College will be able to actively engage with a large number of local key employers to work with them to deliver a new curriculum that closely aligns to their skills needs – training of the right qualifications at the right level with directly relevant course content.
	The IOT will raise local resident's educational aspirations and provide clear careers pathways to good employment opportunities
	The £0.5m funding will be a contribution to the College's refurbishment of its 2 buildings that are planned to be modernised and made into to state-of-the-art STEM facilities. If funding can be agreed quickly enough, (as a shovel ready project) this funding will be used to support the modernisation of "K building" which is the first building planned to be modernised. Works to this building is due to take place between March to October 2021.
Project built on good practice	The IOT model of creating strong partnerships between FE, He and local employers is one that Harlow College has already adopted successfully in the following projects: a) Stansted Airport College (on-site aviation college to address skills shortages) b) Advanced Manufacturing and Engineering Centre (Hamec)- £11m building with state of the art industrial equipment offering training supporting local employers
	IOTs are a new model of delivering technical education that the Government has introduced since 2019. They are built on a model that has been proved to be successful in many places internationally.

Project Title	Riverway/ Cambridge Road junction.		
Project Summary	<p>A new junction will connect Templefields Enterprise Zone area onto Cambridge Road with walking, cycling and highway access. This improves the accessibility of Templefields by removing the existing cul-de-sac layout therefore increasing the attractiveness of the for investment whilst promoting sustainable modes of transport.</p> <p>The new junction is critical to the renewal of the Riverway railway bridge and the facilitation of a new second river crossing required to support the HGGT housing growth.</p>		
Towns Fund Intervention Framework theme	Local transport		
Input	New access junction, walking and cycleway infrastructure		
Evidence of need	Strategic objective	Why this project?	Outcomes
Market failure to invest in employment area:	Harlow TIP Vision:	Creates a better gateway to the EZ site	Towns Fund Intervention Framework Outcome:
Over the past four years there has been no sign of the market has not unlocked the largest brownfield employment sites in the town which is located in the Templefields employment area.	The Enterprise Zone and Harlow Science Park will lead the transformation of all our dedicated employment areas, delivering an environment where business and enterprise can, start up and scale up and invest.	Delivers a key unfunded enabling piece of infrastructure component required for the Gilston part of the Garden Town	Improved affordability, convenience, reliability and sustainability of travel options to and from places of work.
Hardisty Jones Employment land states that Harlow will need to reuse 70% of its existing employment land in order to meet its future employment land needs.		Essential to enable the Eastern bridge to be developed (and part of the GT jigsaw) – as provides an alternative access to the employment areas whilst the existing access will be closed to enable key infrastructure (the bridge) to be built.	Reduced congestion within the town
Private sector land owners are unwilling to invest in quality of employment space offer without seeing greater return			Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.
			Wider project outcomes:
Congestion and poor connectivity: As road in a cul-de-sac with lots of businesses results in lots of congestion.	Supporting the delivering of the Garden Town: Enabling key infrastructure for growth	Provides the right infrastructure for better connectivity to road network for businesses located in the EZ	Improved access to the Templefields employment area
Currently congestion of EZ resulting in existing businesses relocating out of area	Employment space objectives: The Local Plan presumes a 70% reuse of	Could facilitate opportunity for sustainable travel options to EZ	Supports business efficiency Safeguards and encourages new jobs Private sector investment in employment area

(aware of at least 1 business)	employment land in order to meet the employment land needs for planned growth of the town.	and links to Harlow Mill Railway Station	Unlocks the brownfield employment site to encourage new businesses to locate in the area.
Consultation with businesses located on Templefields Enterprise Zone demonstrated very strong support for road junction.	Creation of quality business space.	Provides essential business continuity whilst the bridge is built	Improved access between the employment area and the Harlow Mill Station.
Unlocks Eastern Bridge River Crossing:	Modal Shift objective: As part of the HGGT vision – there is an ambition for a 60% modal shift to active travel options such as cycling and walking		Increases sustainable travel and therefor modal shift
Imperative that second access to RiverWay available to enable the building of the Eastern Bridge which is a key piece of the GT enabling infrastructure			Delivers the key second river crossing required for the HGGT growth to the north of the town.
Assumptions	The creation of the new junction will provide a second access to the Templefields employment area which will provide better connectivity for the employment site and reduce congestion caused by the cul-de-sac nature of the area helping to improve the environment and encourage existing businesses to stay and reinvest in the area.		
	The Railway Bridge is the only current access to the Templefields employment area. The bridge requires significant investment within next 5 years to remain fit for purpose. Without the second access that this project creates the employment area will have very limited access whilst the bridge works takes place and impact on the viability of the businesses located within the employment area.		
	The new junction enables much improved and safe active travel routes from Harlow Mill Station and residential areas which will encourage more people to access to the employment area via sustainable travel modes of transport helping to deliver the desired modal shift required for the Garden Town growth.		
	The large brownfield site located in the Templefields area has been vacant for several years without any real interest by the private sector in being invested in. The investment of the new junction will act as a catalyst for private sector in the area and act as a stimulant for private sector investment in the brownfield site.		
Project built on good practice	Many examples of increasing connectivity and physical environments of employment areas have prompted new private sector investment.		

Project Title	<i>Staple Tye Neighbourhood Renewal</i>		
Project Summary	<p>High quality business units and flexible workspace will be delivered on the Council depot site at the Staple Tye employment area. This will be part of a wider renewal programme for the area, including residential redevelopment on the site vacated by the Lister House Medical centre. We will focus on creating a safe, social and connected place supporting the 20 minute neighbourhood concept. Improvements to the cycleway and underpasses will connect the neighbourhood to the new Lister Medical Centre. Art and creativity elements will be incorporated into the designs.</p> <p>High specification digital infrastructure will be provided to residences and the employment space, exploiting the new Local Full Fibre Network intervention at Lister Medical Centre. The employment space will focus on providing small business units and shared flexible work spaces.</p>		
Towns Fund Intervention Framework theme	Urban regeneration, planning and land use		
Input	Development of new commercial and flexible workspace		
Evidence of need	Strategic objective	Why this project?	Outcomes
Ensuring that existing neighbourhoods reflect the same quality as the new HGGT neighbourhoods.	<p>Harlow TIP Vision: The Enterprise Zone and Harlow Science Park will lead the transformation of all our dedicated employment areas, delivering an environment where business and enterprise can, start up and scale up and invest.</p> <p>Harlow TIP Vision objective: Creating a sustainable, functioning new Garden Town that integrates into the existing Town. Fostering the new Garden Town community that will enjoy a great environment where all can prosper. A functioning healthy town that meets people's needs without the need to commute out.</p>	Achieves some renewal of a neighbourhood centre.	Towns Fund Intervention Framework Outcome:
The HGGT planned growth will deliver new neighbourhoods on the edge of the town and it is important that the existing neighbourhoods reflect the same quality of placemaking.		Part of a larger regeneration programme for Staple Tye neighbourhood which includes:	<p>Urban Regeneration outcomes: Enhanced townscape that is more attractive and a more accessible to residents, businesses and visitors.</p>
Why Staple Tye needs regenerating?		a) Relocation of the Lister Medical Centre to a new site across Southern Way	
Staple Tye is amongst the 30% most deprived neighbourhoods in the country.		b) Planned development of residential block on previous medical centre site.	<p>Enterprise Outcomes: Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces.</p> <p>Increased number of start-ups and /or scale ups utilising business incubation, acceleration and co-working spaces.</p>
Urban renewal – Staple Tye neighbourhood (but especially the employment area) is run down & in need of investment		c) Regeneration of underutilised HDC depot site	
Harlow Youth Council knife crime survey identified Staple Tye area with a perceived high rate of knife crime. Youth Councillors identified Staple Tye as an area that they do			

not feel safe in.			
Aging built infrastructure and employment space			Wider project outcomes:
Need for high quality Employment premises:			New local space to hire to work in locally
Lack of quality business space with excellent digital connectivity			Safeguarding jobs
Lack of quality business space with excellent digital connectivity	Neighbourhood renewal objectives: Ensuring that Harlow’s neighbourhood are renewed in the context of the new HGGT settlements. Neighbourhood renewal	Provides “local” workspaces to capture Covid-19 changes to working patterns impacts. Supports improvements and upgrades to the cycleway network Exploits adjacent digital connectivity	New jobs
Response to Covid impact – live work local			Increasing skills in local people
Need for improvements to cycleways:			Increase in local businesses
			More people working locally in their neighbourhoods
Existing cycleways are in need of repair and modernisation to ensure that they are safe and well connected	Employment space objectives: The Local Plan presumes a 70% reuse of employment land in order to meet the employment land needs for planned growth of the town. Creation of quality business space.	Proposed site is in Harlow Council’s control.	Increase in Business Rates
Existing cycleways are in need of repair and modernisation to ensure that they are safe and well connected			Improve the attractiveness of the neighbourhood.
	Modal shift objectives: As part of the HGGT vision – there is an ambition for a 60% modal shift to active travel options such as cycling and walking		Reduce congestion as fewer people travel - supporting the modal shift
			Improved and increased digital connectivity
			Improve quality of design and streetscape
Assumptions	a Contribution to a wider regeneration and providing more scale to enable the transformation		
	Investing in the neighbourhood will deliver private investment. There is no incentive currently for private investment unless we show confidence and leadership		
	Council land means deliverable project.		
	Renewing our employment space increases density and helps meet the long term employment land needs of the town.		
	The trends towards take up of flexible working offices pre-Covid will accelerate in coming years as people continue		

	to work home, commute less and yet still look for opportunity to work in physical offices for a professional environment and collaboration resulting in strong demand for new quality spaces.
	Quality environment supports local community confidence.
	Improvements to cycleways and underpasses will help people feel safer and incentivise cycling to deliver the modal shift
Project built on good practice	Replicating the success of other Harlow businesses centres offering small business units.
	Many examples of successful flexible working spaces around the UK

Project Title	<i>Town Centre – Safe, social and connected</i>		
Project Summary	<p>The project aims to create safe, social and connected open public spaces reflecting the same high-quality environment that exists elsewhere in the Town Centre. Phase 1 will be delivered by our Towns Fund Accelerated Funding on focus on East Gate. This Project will be Phase 2 and deliver the transformation of Broadwalk – the original Town Centre high street – to produce a high-quality vibrant destination, with connections to the new Transport Hub and the current Market Square (the intersection with the proposed sustainable transport corridor).</p> <p>New surfacing, street furniture, signage, lighting and landscaping will create an excellent destination. Digital infrastructure will enable CCTV, lighting management, information systems, footfall monitoring, environmental monitoring, event management and opportunity for creative digital experiences and installations.</p> <p>The project will emphasise Harlow’s status as a Sculpture Town, introducing additional sculpture and art to the street scene reflecting the distinctiveness of Harlow, its heritage and community. A programme of events and activities will bring vibrancy to the Town Centre.</p>		
Towns Fund Intervention Framework theme	Urban regeneration, planning and land use		
Input	New surfacing, street furniture, signage, lighting and landscaping. Digital infrastructure and the Internet of /things network; Sculpture commission, shelter / canopy, murals / art installations		
Evidence of need	Strategic objective	Why this project?	Outcomes
Need to create quality Town Centre	TIP Vision Objective	Need for coherent quality of place across the Town Centre, and this area is not covered by any other public sector or private sector investment.	Towns Fund Intervention Framework Outcome: Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.
Need for a Town Centre that delivers a quality of place experience that will attract new employers to locate into the town.	B: Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving place.		
Need for a quality of Town Centre that delivers a quality of place fit for the growth and aspiration of the HGGT.	Reimagining the Town Centre: Delivering improvements to the main high street of Harlow Town Centre by designing the layout including removing street furniture and creating wider spaces enabling more efficient use of outside space for a wide range of uses.	Will not be funded by private sector investment.	Wider project outcomes: Town Centre becomes more of a destination place to visit which increases footfall and dwell time – increasing perception and vibrancy
Need to create a Town Centre that demonstrates a cohesive quality of place, rather than a place or parts.		Improves the town centre as a place to invest in	
Current Town Centre is under performing	Creating a thriving and vibrant Town	Existing scheme outdated and	Improved perceptions of the place

given its catchment.	Centre	patched up	by residents / businesses / visitors
Current Town Centre is under performing given its catchment.	Improve look and feel of town centre to improve “experience” and encourage footfall	Land is in Harlow Council’s ownership and therefore deliverable.	Improved connectivity across Town Centre including between main high street areas, and key retail areas, Harlow College and new sustainable transport interchange.
Need to support the Town’s major investments			
Town Centre suffered sustained lack of Lack of investment	Modal Shift and connectivity : Increasing connectivity and improving the flow of pedestrians and cyclists in the Town Centre.	Attracts better quality commercial occupiers	Improved land values
Poor physical environment in Broad Walk		Provides interest	
Incremental development over time has resulted in poor connectivity across the Town Centre.	Enhancing and developing the arts and cultural offer: Supporting resident engagement with arts and culture	Can unify the town centre and better connect footfall	Supports attraction and retention of skilled workforce for the major investments
		Innovative artistic interventions will activate the open spaces in the Town Centre and help address levels of public engagement with the Town Centre and the cults and cultural offer in the town.	Catalyst for investment
Deteriorating street scene	Need to diversify Town Centre		High quality visitor experience
Poor perception of Town Centre			Supports attraction and retention of skilled workforce for the major investments
Poor public perception of the existing Town Centre including feedback received on social media			Supports quality placemaking at the heart of HGGT
Feedback received from potential businesses looking to relocate highlights negative perceptions of Town Centre deters inward investment.		Creating of Covid-safe outdoor spaces for outdoor dining and safe community activities will help support the Town Centre recover from impacts of Covid safely.	Increases engagement resident population with arts and culture
			Reduction in crime
Need to improve the visitor experience to drive up footfall and increase spend		Digital infrastructure will enable new street trading, arts, culture and creative events; as well as creating “smart town” to manage services such as lighting, CCTV, footfall monitoring, crime and ASB, and air quality.	Supports the return of office based activity to the Town Centre
Negative perceptions results in lower consumer spend and lost tenancy occupancy			
Town Centre has experienced reduction in footfall and dwell time			

Crime and Anti-social behaviour		Introducing digital infrastructure such as CCTV, Internet of Things monitors will enable footfall monitoring apps and other digital solutions to support people to return to the Town Centre safely.	
Concerns raised regarding crime and anti-social behaviour, and feelings of safety			
Covid recovery			
Need to support the Town Centre recover from impact of Covid-19 and encourage people to return to the town centre safely			
Business aspirations			
Land owner aspirations			
Assumptions	Poor quality place result in poor footfall and dwell time		
	Will incentivise the residential developers towards quality placemaking		
	Attracts better retail and leisure offer		
	Private sector will not deliver the scheme and therefore needs public sector investment		
	Public sector investment provides confidence to the private sector to invest in Town Centre.		
Project built on good practice			

Project Title	TC2: Sustainable transport interchange – Hub building		
Project Summary	The creation of a mixed use transport hub building with facilities to support and promote first class sustainable travel, new homes and commercial work space. This will be a landmark building, creating a high-quality gateway experience for visitors. The building will host quality flexible work space to return office based employment to the Town Centre. Residential units will occupy the upper floors.		
Towns Fund Intervention Framework theme	Urban Regeneration		
Input	Development of mixed use building on Sustainable transport interchange – with facilities for sustainable facilities on the ground floor; commercial and flexible working space and residential on upper floors.		
Evidence of need	Strategic objective	Why this project?	Outcomes
Evidence of need for Modal shift and Sustainable travel:	TIP Vision Objective A: Maximising current and future planned investment and development.	Key component of HGGT project – supports the modal shift required for planned housing growth	Towns Fund Intervention Framework Outcome: Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.
Planned town growth will require new and sustainable transport modes and routes and fit for purpose transport hub in the town centre.	TIP Vision Objective B: Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving place.	Connects the new settlements of HGGT with Harlow Town Centre	
Garden town consultations on transport strategy and travel to school identified key issues and support.	TIP Vision Objective D: Creating modal shift in transport and better connecting the Town Centre.	Supports the HGGT modal shift ambitions.	Local Transport - Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work - Improved affordability, convenience, reliability, and sustainability of travel options to and from places of interest (especially shops and amenities) - Reduced congestion within the town - Enhanced high street and town entre experience that prioritises the health, safety and mobility of pedestrians
Need a 60% modal shift and need to encourage people to use active travel options.	Key element of the HGGT project.	Supports the vitality and footfall in the town centre	
	Promotion of sustainable travel		
Harlow has a high % of car ownership.	Support the reduction in carbon usage.	Improves the current poor quality environment of the key gateway to the Town Centre	
Need to manage the different transport modes as converge in the	Housing objective: Local Plan and Housing Strategy		Enterprise infrastructure - Increased number of enterprises utilising

town centre.	demonstrates clear need for additional affordable homes.		high quality, affordable and sustainable commercial spaces - Increased number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces
Need to demonstrate that active travel and sustainable modes of travel will be quicker into town centre than cars.		Enhances the Town Centre environment with high-quality placemaking	
Support C-19 response – promote active travel modes such as cycling	Employment space objective: The Local Plan presumes a 70% reuse of employment land in order to meet the employment land needs for planned growth of the town. Creation of quality business space. Need to balance the large numbers of poor quality of conversions from offices to residential permitted developments that have taken place in the Town Centre with a higher quality housing offer.	Will not be delivered by private sector and therefore requires public sector lead.	Wider project outcomes:
			New jobs created
Evidence of need for additional flexible working space: Loss of large amount of office space in town centre as offices converted to accommodation through permitted development		Balances out the poor quality office to residential conversions to create a better quality housing offer in the Town Centre.	New space for business start-ups
			Providing new residential homes
Working patterns shifted as a result of C-19 measures. People keen to work locally rather than commute. Demand for good quality flexible working space Safeguarding jobs and businesses			Creation of a vibrant Town Centre gateway & destination
			Improve & increase access to the town centre, supporting footfall
Evidence of need for Housing: Local Plan highlights need for			Supports modal shift aspirations
			Improved perception
			Catalyst for investment
			High quality visitor experience
			Improved quality of environment in key gateway
			Improved residents health
			Increased revenues

additional general and affordable housing in Harlow.			
			Increased business rates
Assumptions	There will be an increase bus service use as a result of the growth. Improved facilities will be required to support this and promote the sustainable transport offer.		
	Private sector will not come forward to deliver the workspace provision.		
	The live-work local ethos will continue post-Covid.		
	Better quality housing will help to counter-balance the poor quality of the adjacent permitted development and will contribute to the uplift of the area.		
	Improved facilities for cycling in the town centre are required to respond to the current increase in the popularity of cycling and the HGGT growth requirements.		
	The area needs a landmark building to create a positive gateway and to encourage further private sector investment.		
Project built on good practice	Reviewed other towns bus interchanges – including Stevenage, Northampton etc.		
	Engaged with ECC Highway team to inform the project.		

Project Title	TC1: Sustainable transport interchange – infrastructure layout		
Project Summary	This project achieves the redevelopment of the existing Bus Station to provide the layout of movement and infrastructure for a new Sustainable Transport interchange. This facilitates the interface with the new town centre sustainable transport corridor and provides a focus for high frequency public transport services on a well-designed operational layout. This will reduce delays and facilitate the safe, accessible & efficient movement of passengers and vehicles. It will maximise convenience and utility by providing facilities such cycle storage, seating and shelter. Digital infrastructure will enable real time passenger information and capacity for on demand passengers services and movement management.		
Towns Fund Intervention Framework theme	Local Transport		
Input	New public transport and sustainable travel interchange – groundworks and surface layout, road junction infrastructures with STC. Street furniture, signage, lighting, planting. Digital infrastructure for information, management system capability and CCTV. Cycle storage and parking facilities		
Evidence of need	Strategic objective	Why this project?	Outcomes
Perception of existing bus station	TIP Vision objective: B: Reimagining the town centre as a place that people will live, work and socialise to ensure it is a vibrant and thriving place.	Key component of HGGT project – supports the modal shift required for the planned housing growth	Towns Fund Intervention Framework Outcome:
Existing bus station is poor quality environment		Supports the vitality and footfall in the town centre	Local Transport - Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work
Issues about safety		Connects the new settlements of HGGT with Harlow Town Centre	
Feedback from potential investors and employers that are looking to relocate to the town is that the town centre is of a poor quality and a disincentive for employees to relocate to the town.		Supports the HGGT modal shift ambitions.	
Evidence of need for Modal shift and Sustainable travel:	TIP Vision Objective: D: Creating modal shift in transport and better connecting the Town Centre.	Need to reconfigure the infrastructure layout to enable the growth and frequency of buses and the interface with the proposed sustainable transport corridors.	- Improved affordability, convenience, reliability, and sustainability of travel options to and from places of interest (especially shops and amenities) - Reduced congestion within the town
Planned town growth will require new and sustainable transport modes and routes and fit for purpose transport hub in the town centre	Key element to deliver the Harlow & Gilston Garden Town project.		

Garden town consultations on transport strategy and travel to school identified key issues and support.	Promotion of sustainable travel	Improves the current poor quality environment of the key gateway to the Town Centre	Urban regeneration, planning and land use - Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
Need a 60% modal shift and need to encourage people to use active travel options.	Supporting reduction in carbon usage	Enhances the Town Centre environment with high-quality placemaking	Wider project outcomes:
			Improved access to and usage of sustainable modes of transport
Harlow has a high % of car ownership.		Will not be delivered by private sector and therefore requires public sector lead.	Improved access to sustainable modes of transport
Need to manage the different transport modes as converge in the town centre.			Integration of Town Centre, and existing town into the STC & HGGT
Need to demonstrate that active travel and sustainable modes of travel will be quicker into town centre than cars.			Improved gateway and arrival experience.
			Improved perception on first impression for visitors to the town centre
			Increased arrivals & footfall
			Encourages private investment
			Bringing vibrancy back to the town centre
Support C-19 response – promote active travel modes such as cycling			Instilling behavioural change in residents travel through modal shift
			Reducing carbon emissions and promoting an active lifestyle through improved walking and cycling infrastructure
			Improving the safety and security of passengers arriving to the town centre
			Healthier local population as a result of

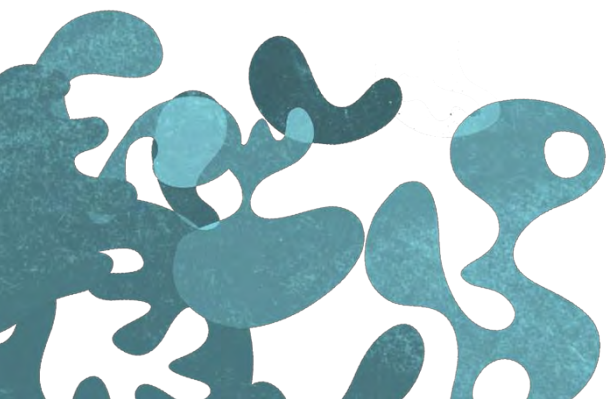
			modal shift behaviours and improved air quality
Assumptions	By investing in a new public transport interchange along with a landmark building the area around the existing bus station will become a more attractive and vibrant area that will act as a catalyst for private sector investment which will improve the visitor experience of the whole town centre.		
	This is part of a wider programme of regeneration projects across the town centre and ensures that there is a coherent feel to the town centre with all aspects of the town centre having a similar level of quality.		
	Investing in the town centre to create a high quality environment will help ensure that the town centre is of the same quality as the new developments that are to be built in the new Garden Communities.		
	By transforming the public transport interchange at the town centre into a clean well designed and welcoming area, more people will be willing to use public transport, which in turn will support the ambition for modal shift, which will support cleaner air quality as a result of less congestion and car journeys, and lead to more active and healthier population.		
Project built on good practice	Many examples of investment in public transport interchanges in town centres helping to transform the physical environment and feel of towns leading to creating better town centres.		



HARLOW

TOWN INVESTMENT PLAN

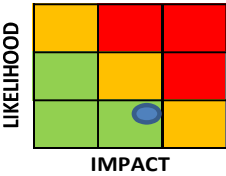
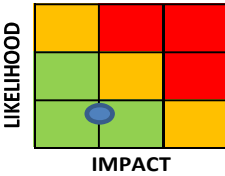
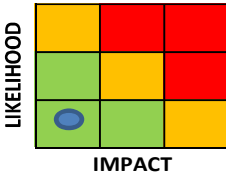
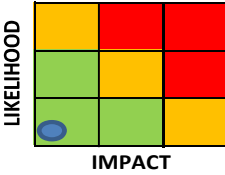
5. Strategic Risk Register

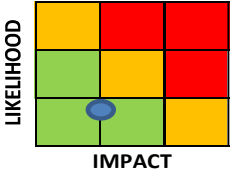
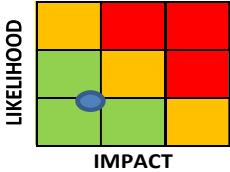
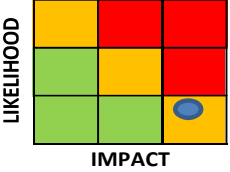
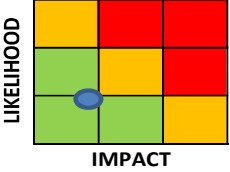
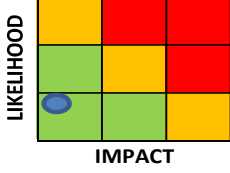
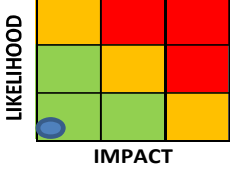


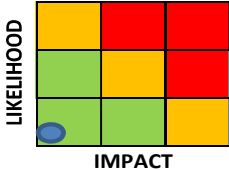
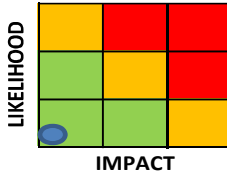
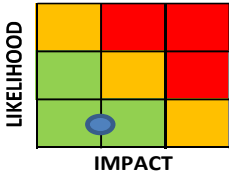
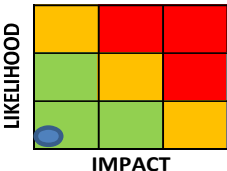
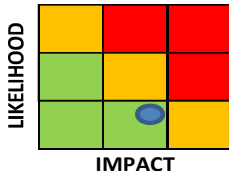
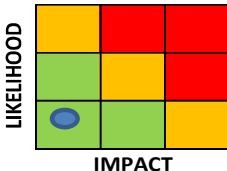
Strategic Risk Register

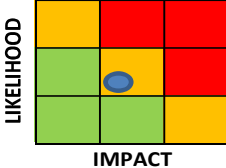
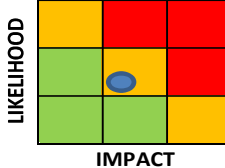
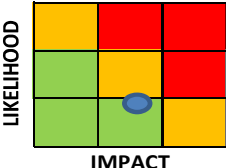
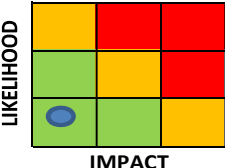
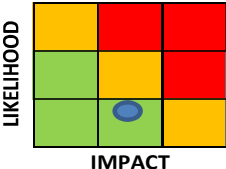
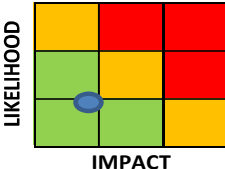
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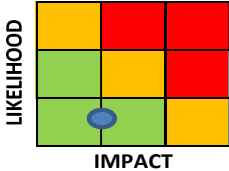
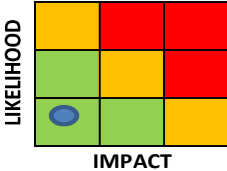
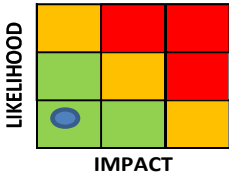
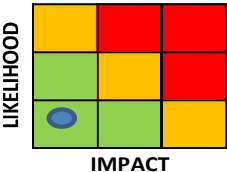
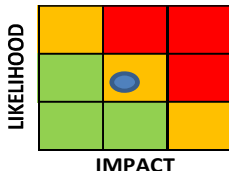
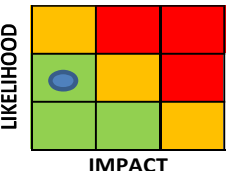
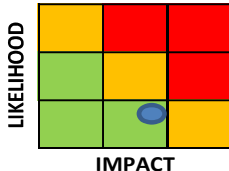
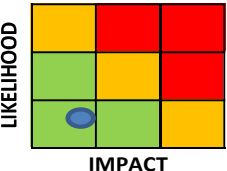
Strategic Aim: To establish strategic risk to programme delivery and inform project/tranche specific risk assessment/mitigation

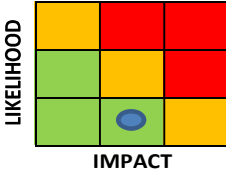
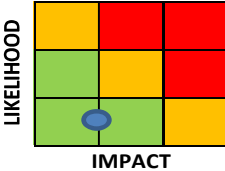
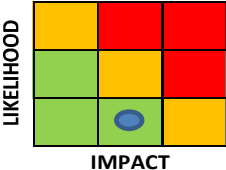
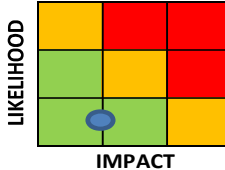
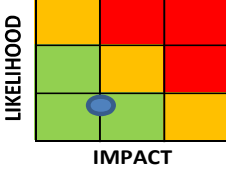
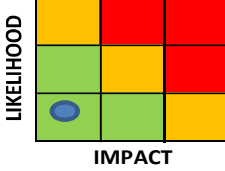
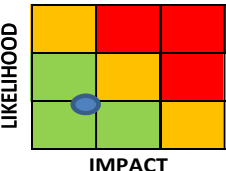
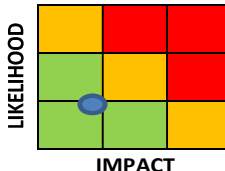
Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR1	Approvals & Governance	Legal challenge to Procurement Process/Award	Challenge to procurement decisions Negative publicity Increased costs of purchasing services Disruption to service delivery Failure to achieve value for money through procurement		<p>Ensure all packages and schedules for procurement meet with regulatory requirements and work with procurement team and consultants to ensure correct evaluation methodology is adhered to.</p> <p>Financial checks carried out on contractors as part of procurement process. Good contract management processes in place. Utilisation of construction frameworks/call of contracts will ensure regulatory requirements are met.</p>		Programme Manager & Project Manager/s
PR2	Approvals & Governance	Slow decision making and approval process by Programme Board	Programme Timeframes detrimentally affected.		<p>SRO to ensure decisions taken by Programme Board in line with requested dates.</p> <p>Programme manager to ensure all decisions/supporting documentation are provided to Programme Board to allow for timely decision making.</p>		SRO & Programme Manager

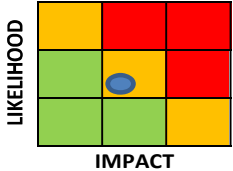
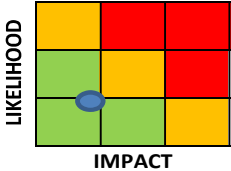
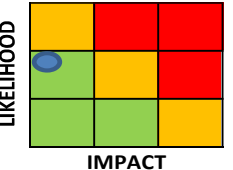
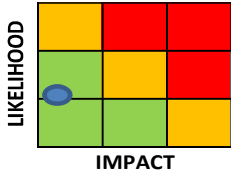
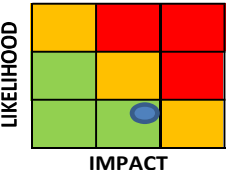
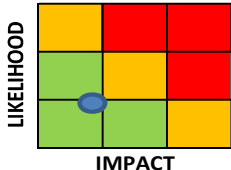
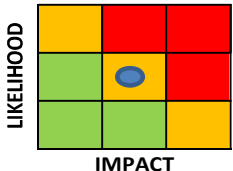
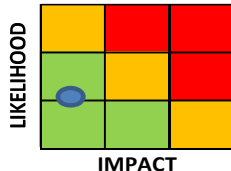
Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR3	Approvals & Governance	Lack of change management and issue/s control	Failure to manage change and issues can result in programme tolerances being breached and objectives and outcomes not being met.		Change and issue management will be controlled within a Capture, Examine, Propose, Decide and Implement flow process. These items will be reviewed by relevant Boards to ensure timely intervention and decision making.		SRO, Programme Manager & Project Managers
PR4	Approvals & Governance	Planning approvals not being obtained	Failure to not obtain relevant planning approvals would result in time delays and cost implications.		Utilise industry leading consultation and planning expertise to ensure strong planning application. Ensure all emerging AAP and Town Centre Plan drivers are met.		Programme Manager & Project Manager/s
PR5	Approvals & Governance	Competing priorities	Competing and conflicting priorities between the different local authorities and partners involved.		Regular updates/meetings and immediate action when issues are raised.		Programme Manager & Project Manager/s

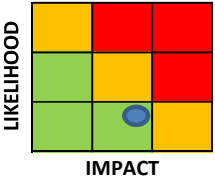
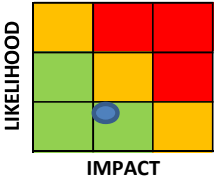
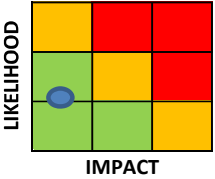
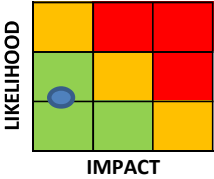
Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR6	Approvals & Governance	Programme and Project Board members not providing suitable leadership to the Programme	Programme not effectively managed or executed. Missed opportunities within tranches. Ineffective practises.		Terms of Reference documentation for the Boards of the Programme and contained projects will steer and guide members with detailed responsibilities and required active participation. Board Chairs and SRO and PM will support members by providing detailed and suitable briefing materials and activity direction.		Programme/Project Board Members, SRO & Programme Manager
PR7	Approvals & Governance	Failure of Programme & Projects to manage risk effectively.	Time and cost delays. Objectives not being met. Programme/Project failure.		The Programme and contained Projects will utilise the recognised (analyse and manage) risk management processes to continually identify, assess, mitigate and control risks. Programme boards will review risk on a quarterly basis and Project Boards and Project delivery teams will review risks on a monthly basis.		SRO, Programme Manager & Project Managers
PR8	Commercial & Financial	Poor Financial Management	Poor financial management practises can result in cost increases and additional programme tolerance issues.		A financial officer will be appointed by HDC to oversee budgetary management and reporting. Regular financial reporting will be provided to Programme Board and Project Boards. Projects will appoint relevant Employers Agents and Clerk of Works to ensure value adherence and cost management.		Simon Freeman - HDC Head of Finance at Programme Level and Financial Lead for all projects

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR9	Communications	Inconsistent political engagement.	Political engagement not consistent and strong enough to fully back the redevelopment of the site. Conflicting priorities.		<p>Regular updates on the redevelopment plan and immediate action when issues are raised.</p> <p>Programme Board established and providing regular updates and detailed insight to members.</p> <p>Terms of Reference for relevant Boards to include responsibilities of Elected Members and Senior Leaders to engage in wider political engagement where required.</p>		Programme/Project Board Members & SRO
PR10	Communications	Failure to communicate internally to Programme / Project teams and decision makers	<p>Slow decision making</p> <p>Uncertainty to Programme progress</p> <p>Missed opportunity for feedback/corrective interventions and improvements</p>		<p>Full Programme and Projects communication strategies will be developed</p> <p>Regular highlight reporting, tranche and project reporting will be provided to decision makers and stakeholders</p>		SRO & Programme Manager
PR11	Communications	Failure to engage & communicate with general public and wider stakeholders	<p>Failure to build support for schemes and objectives</p> <p>Low trust and poor reputational issues for Programme/HDC</p>		<p>Previous engagement processes already complete for schemes</p> <p>Mandatory engagement processes for planning processes</p> <p>Full Programme/Projects communication strategy to be developed to include both internal and external communication processes to ensure focused and timely communication deliveries through all media and communication channels.</p>		SRO & Programme Manager

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR12	Due Diligence	Survey errors and/or legal searches do not provide information regarding ownership/underground utilities and services which impact the build areas	Programme Timeframes detrimentally affected. Costs impacted. Wider implications to scheme designs and/or approach		All surveys and searches have been complete in line with due diligence processes and further studies will be included by consultants during design processes		Programme Manager & Project Managers
PR13	External Environment	Local Plans enquiring fundamental changes or being delayed / challenged through legal action, Judicial Review or actions by the Secretary of State	Programme Timeframes detrimentally affected. Costs impacted. Wider implications to scheme designs and/or approach		Monitor progress of Local Plan examinations and ensure schemes comply with emerging positions and national guidance.		Programme Manager & Project Managers
PR14	External Environment	Changes to the economy & supply chain - Covid-19/Brexit	Scheme costs increase in line with supply chain. Delivery lead times extended.		Ensure all procurement processes and costing profiles include relevant protections of supply chain and pricing. Include requirements for detailed response plans to the relevant scenarios.		Programme Manager & Project Managers
PR15	External Environment	Changes to relevant legislation	Programme Timeframes detrimentally affected. Costs impacted. Wider implications to scheme designs and/or approach		Continually monitor relevant legislation and standards to ensure complicity of the schemes. Where emerging legislation and standards apply, work with contractors and consultants to ensure compliance to both current and future requirements.		Programme Manager & Project Managers

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR16	Objectives	Objectives as set-out within funding application are not met due to design/usage/ other changes to schemes.	The schemes will not fulfil the ambitions and outputs that are defined within the Towns Fund bid and inline with public/stakeholder expectations.		Programme Board will review all designs and proposals to ensure all are inline with specified objectives to ensure fidelity with detailed outcomes.		SRO
PR17	Objectives	Designs for programme schemes do not meet the objectives of the emerging Area Action Plan (AAP) and Town Centre Master plan	Planning permissions are not received in line with programme timelines		Schemes have been developed with input from planning officials to ensure concepts and designs meet the objectives of the emerging AAP and Town Centre Master plan. On-going engagement with the planning authority will ensure objectives are adhered to during later stages of the RIBA process.		Programme Manager
PR18	Programme / Project Management	Failure to ensure effective Programme and Project Management	Ineffective management of deliverables and outcomes. Tolerance breaches with both Programme and contained projects. Reputation issues for Programme and HDC		Programme will be managed within the MSP methodology and managed by a Programme Manager with experience within the specific methodology and application areas. External Programme auditing will be employed to ensure effective management and controls. All Project Managers will be appointed according to experience and technical understanding.		SRO
PR19	Programme / Project Management	Programme Slippage	Unforeseen issues / events that delay activities and/or construction works		Reasonable tolerance timeframes set for project stages.		Programme Manager & Project Managers

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR20	Programme / Project Management	External dependencies	Elements / tasks of the project dependant on other activities / involvement of other parties.		Detailed project planning and careful identification of dependencies.		Programme Manager & Project Managers
PR21	Resources	Construction overload.	Disruption on the town and delivery delayed because of construction works carried out on multiple sites across Harlow at one time.		Liaising with the planning authority to make development programming decisions based on information the planning authority can provide about other development schemes.		Programme Manager & Project Managers
PR22	Resources	Consultants/ Contracted professionals do not meet targeted dates and quality requirements	Programme schedule delays. Objectives not fully met. Increased costs		Selection of consultants and contractors to be through proffered procurement routes with strict references being obtained ahead of appointment. SLAs in place with all contracted parties with relevant management levers to ensure quality and value drivers.		Programme Manager & Project Managers
PR23	Resources	Covid-19 - national/ localised lockdown scenario	Resources of programme and projects are depleted creating difficulties in meeting target timeframes of delivery		Working from home has become normal practise during the first lockdown period meaning that programme/ project management work, design, planning and pre-delivery works can continue. External site works would also be unaffected and risk is limited to internal works.		Programme Manager

Ref	Risk Category	Risk	Consequence	Current Risk Rating	Mitigation Controls	Target Risk Rating	Responsible Officer/s
PR24	Approvals & Governance	Risk of Highways raising an objection to the planning application.	Delays to programme delivery and potential cost increases. Scheme redesign to accommodate objections.		Scheme options have considered relevant traffic studies, national guidance and local planning positions. Continued dialogue with Essex highways to ensure positive outcome Initial contact has been made with Essex Highways regarding Section 278 works.		Programme Manager & Project Managers
PR25	Commercial & Financial	Further degradation of physical retail sector following Covid-19	Ground floor active use areas may struggle to attract tenants from traditional retail market		Ground floor uses will include Civic usages to ensure uptake of these units. The design of the units will also ensure flexibility to allow for varied uses where required.		SRO & Programme Manager

October 2020

