

**Minutes of the meeting held on Wednesday 7 January 2009, 6.30pm**  
Civic Centre, Harlow

**Board members present:**

Simon Bishop	English Partnership	John Keddie	Independent Director
Stephen Castle	Essex County Council	Chris Millington	Harlow Council
Nicholas Falk	Independent Director	Martin Reynolds	Independent Director
Steve Hammond	Independent Director	John Spence	Chair
Andrew Johnson	Harlow Council	Jackie Sully	Independent Director
Eddie Johnson	Essex County Council	Mark Wilkinson	Harlow Council

**Apologies:**

Steve Cox	EEDA	Dearbhla Lawson	GO-East Observer
Richard Inman	GO-East Observer		

**Others present:**

Chris Beasley	Development Director	Richard Dennerly	Town Centre Partnership
Nicky Bowland	Communications Manager	Mandy Hood	Town Centre Partnership
Andrew Bramidge	Chief Executive	Louisa Martland	Office/Project Manager
Daniel Bulog	Engle	David Riches	East of England International
Ian Hatton	Essex County Council	Ashley Riley	BAA Stansted
Simon Hoad	Stockland	Cath Shaw	Harlow Council
Andy Macdonald	Stockland	Richard Waterhouse	Essex County Council
Neil Morris	Engle		

**1. Welcome, introductions and apologies**

The Chairman welcomed to the meeting David Riches, Chief Executive, East of England International, Ashley Riley, Head of Communications and Public Affairs, BAA Stansted, Simon Hoad and Andy Macdonald, Stockland and Neil Morris and Daniel Bulog, Engle.

In addition to the Board members noted above, Malcolm Morley, Harlow Council, gave his apologies. Stephen Castle also apologised as he had to leave the meeting following Item 6.

**2. Declarations of conflicts of interest**

No conflicts of interest were declared.

**3. Minutes of the last meeting**

All agreed that the minutes of the last meeting were a true record.

**4. Matters arising not covered elsewhere**

*John Spence to write a follow-up letter to Sir Ian McAllister* - A letter was sent immediately following the November Board. A response was received a week later and a meeting took place in December with senior staff from Network Rail and National Express. Actions from this meeting are now moving forward.

*Transport – Regional Funding Allocation* - Andrew Bramidge met with Cath Shaw, Harlow Council and Paul Bird, Essex County Council to discuss the draft proposal which will be presented to the Regional Transport Forum next week. The proposed funding runs to 2015 and is mostly allocated to pre-existing commitments. Only 6 new projects are being taken forward including Public Transport

systems in Harlow and improvements to the A12. Essex County Council is disappointed with the allocation as it is disproportionate to the amount of growth due to take place in the county (20% growth compared to 11% transport allocation). No money has been allocated for the A414 by-pass or junction 7a.

HRL sought Board approval for the Chair to write to EEDA and GO-East stating the strategic importance of funding this work. The Board agreed.

Action: *John Spence to write to Richard Ellis, Chief Executive, EEDA and the Regional Director of GO East regarding the apportioning of the Regional Funding Allocation.*

*Anglia Ruskin University* – Steve Hammond, Martin Reynolds, Andrew Bramidge and Sue Young, Harlow College met to discuss the Terms of Reference for the Business Engagement Unit at Harlow College. The Board suggested that contact is made with HEEP (Harlow Education and Employer Partnership) to ensure there is no duplication of work.

Action: *Steve Hammond to contact HEEP.*

## **5. Developing the vision for Harlow**

Andrew Johnson gave a presentation to the Board about his personal vision for the future of Harlow. He is keen to set out a series of challenges for Harlow Renaissance to keep our work driving forward.

*Key points from the presentation:*

- Regeneration is a key priority
- Harlow is an important gateway to London; the M11 is critical to Harlow's future and there is a need to identify a funding package to improve links to the motorway.
- We should think of Harlow as a 'city' – not necessarily in size, but in aspiration
- Harlow needs a university that provides tailor-made courses which attract students nationally
- West Essex should be more important within the county
- More businesses should be encouraged to move to Harlow
- Harlow should become a regional shopping centre with niche shops
- We need to start thinking now about what innovative ideas the next wave of settlers will want

*Key points from the Board discussion:*

- We need to be clear about where we will be able to obtain funding for regeneration – it can't be done by the private sector alone
- We should think of Harlow as a city in terms of culture, arts, leisure, history, and a thriving business community
- We should be looking not only to provide executive homes to encourage businesses to locate here, but also starter homes to make Harlow an attractive place to keep our 'young brains' and graduates.
- We need to keep in mind the good things that already exist within Harlow; people are proud of what the town has to offer and we should do more to promote this.

*Summary:*

It is clear that there is a bond between regeneration and growth and any aspirations we have cannot be taken in isolation. The vision is timely as the move towards achieving this has to begin with the LDF process. We have to strive to win out against other places and create competitive advantage for the town. The Chair thanked Andrew for his presentation.

Action: *Andrew Johnson to write to John Spence to set out a series of challenges for HRL to undertake.*

## 6. Harlow in the international context – inward investment opportunities and Stansted

David Riches, East of England International and Ashley Riley, BAA Stansted spoke to the Board about inward investment opportunities with particular reference to Stansted Airport.

*Key points from the presentation and subsequent discussion:*

*Ashley Riley*

- 5% of the total workforce at Stansted Airport live in the Harlow area
- In the last year BAA have put £230,000 into Harlow projects
- Last year 111,000 people from the area used Stansted Airport
- BAA feel that there is not a joined-up message coming from Harlow about the airport and it would be helpful if there was a collective vision of what Harlow wants and what it aspires to be
- A big issue for the town is its negative image and the perceptions people have of it; Harlow is seen to be where Milton Keynes was 20 years ago.
- How can BAA win the support of key groups from Harlow for expansion at the airport?
  
- *Could more work be done with Apprenticeships at the airport?*
  - Already working with HEEP on the Stansted Insight Programme.
- *How do you work with older low-skilled employees to develop their skills?*
  - A skills academy has been established which provides training and job search facilities for all employees. Courses are free. More funding is being sought to expand the facility.
- *A presence at the Local Strategic Partnership level within Harlow would enable the airport to gauge the general feeling from across the town.*

*David Riches*

- East of England International is the trade and investment body for the East of England
- They have three streams of work;
  1. to attract new overseas investment;
  2. to work with overseas companies on expansion and retention within the eastern region;
  3. to create an international trade and export strategy.
- Attracting overseas investment is becoming more difficult in the current economic climate
- There are 2,500 international businesses in the east of England which account for 15% of the employment in the area
- Harlow needs to show international companies that it would be a practical and profitable place to invest
- Grand sector based strategies are not needed but the pitch should focus on the opportunity to provide a gateway to Europe as an alternative to west London and the Thames Valley
  
- *Are links being made with India and China?*
  - India has been prioritised as a key area for investment. To attract businesses to Harlow you need to ensure that the right quality office and business park space is available
- *Should we be trying to encourage overseas business to Harlow before our business/office space has improved?*
  - It would be useful to start promoting opportunities as it shows you are pro-active rather than reactive.

Action: Andrew Bramidge to work with EEI on developing an inward investment proposition and with BAA and Harlow Council on identifying the basis for a clear relationship with Stansted.

## **7. Branding update**

The initial findings from the street research (visitors and residents) have now been received. Business interviews are still ongoing. The results have confirmed many of the views already held and support the concepts behind the proposed branding campaign. The report now needs to be analysed. A full set of results will be available by the end of the month.

Action: *It was agreed to broaden the base of the research by including key stakeholders, such as potential investors, to gather their views on Harlow.*

## **8. Risk Register**

A revised and updated Risk Register was presented to the Board following a request from EEDAs Auditors to make the document more detailed. The Board suggested that an additional risk be added which looks at how the ability to achieve Harlow's potential is lost if there is not joined up working.

Action: *Andrew Bramidge to update Risk Register.*

## **9. Chief Executive's Report**

Andrew Bramidge is currently working on the business plan for 2009/10. The discussion following Andrew Johnson's presentation will help to shape this. A full discussion will take place at the next Board meeting.

Action: *Board members are invited to feed back to Andrew Bramidge any comments they may have on the Business Plan prior to the next meeting.*

## **10. Rolling Agenda**

A paper was circulated to the Board prior to the meeting. No further discussion took place.

## **11. Sub Committee Structures**

The current Members Agreement states that EEDA and HCA must have a representative on each HRL sub committee. EEDA and HCA have confirmed that they are happy for this clause to be removed from the Members Agreement.

In addition to the existing Audit Committee, Property Advisory Group and People Committee, HRL are looking to introduce an Enterprise Advisory Group. The Board agreed to this addition.

Steve Hammond has agreed to provide additional Board representative on the Audit Committee. Andrew Johnson will join the People Committee.

Action: *Steve Cox and Simon Bishop to write to Andrew Bramidge confirming their agreement to remove the above clause from the Members Agreement.*

## **12. Any other businesses**

None.

## **Private session**

## **13. Town Centre North – developer proposals**

The Board received a presentation from the developers, Stockland, on their outline Masterplan proposals. Comments and suggestions were made on this prior to a presentation being made to Harlow Councillors later in the month. It was agreed that the Town Centre development should be a regular item on the Board agenda.

**14. Date and time of next meeting**

Wednesday 4 March 2009, Committee Rooms 2a&b, Civic Centre, Harlow; 6.30pm

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**Approved by the Board of Directors**

Chairman: .....

Date: .....