

HARLOW RENAISSANCE LTD

BUSINESS PLAN 2009-2011

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1. CHAIRMAN'S FOREWORD

In theory, Harlow Renaissance Ltd has now been operating for three years and March 2009 marks the end of the first funding period. In practice we have been operating for just over two years following the recruitment of the Chief Executive and his team. During that time we have delivered on our core Growth Fund objectives but, possibly more important, have driven forward the strategic agenda. We have been involved in numerous consultations and studies which have enabled the crystallisation of thinking around our six key themes – housing, transport, town centre, enterprise, education, and branding.

The focus for the 2009 -11 business plan must be on delivery and in the sections that follow we have sought to distinguish between those actions which are strategic, those which are incremental and those which are facilitating.

We live in the real world. The RSS and LDF processes have not run to their original timescales. The economy is in a very different place. Yet the opportunity which is Harlow and the urgency of the challenge are undiminished. Harlow's unique location, the potential provided by all party agreement on the need for regeneration through growth and the physical availability of space to implement change, are key advantages. Failure to exploit the potential will not just leave Harlow where it was but will heighten the social and economic issues which the town faces. It will also significantly impact on other parts of Essex and the region less able to accommodate growth.

Key to all of this is competitive advantage. Our goal must be to create an environment in which people want to live and work and where businesses wish to invest. The plan should be judged on its compatibility with these goals and with the exciting vision described by local leaders.

Finally, I should acknowledge the superb cooperation which the company has received from its members, partners and other stakeholders. The expertise and resilience of the core team have been matched by the contributions of our non executive directors and other interested parties. The continuing commitment of all these constituents bode well for the ability of Harlow Renaissance Ltd to deliver and for the transformation of Harlow itself.

**John Spence
Chairman
Harlow Renaissance Ltd.**

2. EXECUTIVE SUMMARY

Harlow Renaissance Ltd. commenced activities in 2007 to drive forward the regeneration and growth process in Harlow. Our role is to deliver a range of renewal programmes in the short term whilst paving the way for longer term growth opportunities and a more prosperous town.

2.1 Context and the task ahead

Our aim

Harlow is a town that has seen industrial decline, a lack of investment and population stagnation in recent years. However, it has significant attributes and in many ways is ideally placed for the growth that will ensure its long-term regeneration. Our aim, therefore, is to enable this regeneration process through supporting housing and economic growth, transforming the town and re-creating the bold, aspirational and innovative place that Harlow was upon its formation. The town, which saw the birth of fibre-optic cable, the development of cutting edge radar equipment and which has been home to significant research and development activity, has the potential again to create a vibrant future.

Harlow's needs have been well documented in recent years; the town centre needs to be rejuvenated as a catalyst to wider regeneration; a wider housing mix needs to be encouraged, capitalising on the potential for growth; the town's transport infrastructure needs a significant upgrade; an increase in the business base must be facilitated with all of this contributing to a change to the image and perception of the town. The task now for Harlow Renaissance and its partners is to make significant progress on all of these issues, using the opportunities presented by growth to deliver lasting regeneration for the town.

The opportunity

The town has significant attributes and potential:

- the presence of major flagship international companies such as GlaxoSmithKline and Raytheon
- a strong economic base, providing 40,000 jobs and with one of the highest rates of employment in the East of England region
- some concentration in the growth of knowledge economy industries such as Research and Development, pharmaceuticals, and manufacturing of electronic equipment
- the regeneration potential of the development of the Anglia Ruskin University campus in the town
- proximity to London, Stansted Airport and Cambridge and the ability to play a significant role in the sub-regional economy, providing a real gateway to Europe
- a strategically important location at the crossroads between the M11 growth corridor and the east/west gateway to a growing central Essex
- an attractive green infrastructure, the reality of which contradicts the widely held perceptions of much New Town development
- a political consensus to support growth to achieve regeneration
- the support of regional and national government bodies to achieve Harlow's objectives

The constraints

The realisation of this potential however is hampered by a number of factors.

The existing transport infrastructure deficit faced by the town constrains its current economic activity. This is explored in more detail in Appendix 3 (Harlow's Context), but businesses in the town cite transport congestion as the single biggest factor impacting upon their activity (Harlow Council Employer Survey, 2008). The growth of the town will add significantly to this

and the provision of the infrastructure to support this growth will be an essential pre-requisite of its delivery.

The town's existing housing stock is a barrier to growth and to increased economic prosperity. The relative lack of high quality family and 'executive', or aspirational, housing is a block to the development of a more mixed economy and to the attraction of inward investment. A key task in the next few years is to facilitate the development of a greater housing mix across the town, although the current slowdown in the housing market will clearly be a constraining factor in this.

Delays to the resolution of the Regional Spatial Strategy have also impacted upon the delivery of growth and regeneration. The final publication in May 2008 was a year later than originally envisaged and the current legal challenge has created further uncertainty which is unlikely to be resolved before the middle of 2009.

The 'credit crunch' is also inevitably impacting upon the planning and delivery of growth, as it is elsewhere in the country. House building in the town has slowed down to a fraction of what it was in 2007 and we are seeing the impact of the recession with sharply rising unemployment in the latter part of 2008 and early 2009. Whilst the economic conditions are constraining business growth and the ability to attract new businesses to the town there is some potential for an increase in local business start ups and the early days of the new Harlow Enterprise Hub are encouraging in this respect.

The availability of public funds is also clearly constrained, partly as a result of the current financial conditions, but also through the competing demands on public sector finances. We have already seen the pressures on regional transport funding with the need for improvements unable to be met by the available funds. We will need to state Harlow's case clearly at the regional and national level to ensure that the great potential for growth and regeneration is not compromised.

The task ahead

To tackle the above constraints and realise the opportunities that the town has, Harlow Renaissance will embark on a set of activities which will move the town forward on a path of transformation. These will address the long term aspirations of the town, seek to respond to the current economic situation and ensure that momentum is maintained and increased. In terms of delivering potential and securing competitive advantage these can be summarised as:

- (i) Securing a University presence in the town to extend Harlow's sub-regional sphere of influence and provide enhanced opportunities for the town's residents and businesses.
- (ii) Exploitation of Harlow's location to become a genuine European gateway, encouraging business growth and inward investment and providing the necessary infrastructure to deliver this.
- (iii) Establishing a range and level of quality of housing in the town to meet the needs of current and future residents and which is consistent with our aspirations for the town.
- (iv) Building on the artistic and design heritage of the town to develop a cultural offer worthy of a city and thereby ensuring that Harlow is seen as an asset to the region.
- (v) Securing the extent and function of the town's green spaces as one of its defining assets.
- (vi) Establishing Harlow as a retail destination that is attractive to residents, employees, investors and our neighbours.

2.2 The role of Harlow Renaissance Ltd.

Our activities for 2009-11, therefore, will fall into three categories:

- (i) Development of strategic thinking and bold ideas that will assist in the process of real transformation.
- (ii) Delivery of a range of projects in the short term designed to make incremental improvements as well as contributing to the longer term potential.
- (iii) Collaboration - providing a facilitating role, acting as a catalyst and building consensus on a range of activities which will ensure the long term growth and regeneration of Harlow.

2.3 Key deliverables 2009-11

Within the next two years we will seek to make considerable progress on tackling the above agenda and realising the opportunities that Harlow has available to it. The company's activities are set out in some detail in Section 4 of this Business Plan, but in particular during this period we will deliver the following specific activities:

2.3.1 Strategic development

- Support the production of a Local Development Framework for Harlow that defines the town as a place of aspiration and diversity within its housing, employment and cultural offers.
- Obtain planning consent for the re-development of Harlow Town Centre and see a start of construction works in 2011.
- Support the development of the Anglia Ruskin University campus, seeing a physical presence in 2010, the establishment of a clear relationship with the business community and an offer commensurate with our ambition for the town.
- Enable the creation of a clear plan for the delivery of Harlow's long term housing growth and then to facilitate its delivery.
- Secure funding support, in partnership with others, for the development of a bypass and new junction on the M11 to help alleviate Harlow's traffic problems and provide for further growth.
- Undertake a review of Harlow's green spaces as a key attribute of the town consistent with the brand image we wish to create and to secure their extent and function.
- Create a powerful business offer for Harlow and implement a promotional campaign demonstrating the town's competitive advantage.

2.3.2 Incremental delivery

- Complete the neighbourhood renewal schemes at Clifton Hatch, Old Harlow and to have commenced the construction phase at Prentice Place.
- Procure and commence the development of works under Harlow's Priority Estates programme.
- Produce a 'masterplan' for the wider Staple Tye area and seek to secure its adoption as a formal Area Action Plan within the context of Harlow's Local Development Framework.
- Enable the development of Harlow Town Station as a key gateway to the town and as a new commercial hub:
 - Secure improvements to the fabric of Harlow Town Station in time for the 50th anniversary of the station in 2010.

- Produce a proposal for Supplementary Planning Guidance for Harlow Town Station to provide a framework for more appropriate development to one of the town's key gateways.
- Promote the opportunities presented at this location and facilitate the granting of planning consent on at least one new development.
- Deliver an increase in the town's business base, reversing a ten year downward trend in business numbers and employment.
- Deliver an interim use programme for the town centre to maintain activity and confidence during the economic downturn in advance of the commencement of the town centre re-development.

2.3.3 Facilitation

- Secure an increase in the level of positive perceptions of the town, particularly from external stakeholders.
- Produce a Design Guide for Harlow to build on the town's heritage and ensure that future development is appropriate and built to a consistently high standard.
- Produce a costed infrastructure plan to deliver Harlow's future growth and win support from key stakeholders for this.
- Produce an Integrated Development Programme to plan and manage the growth of Harlow through a holistic, phased delivery plan for capital investment.

3. VISION, CHALLENGES AND ACTIVITY

3.1 Vision – where do we want to be?

A task for Harlow Renaissance in 2009/10 (and beyond) is to facilitate a discussion to develop a strong and ambitious vision for Harlow which sets a bold agenda and develops a set of unique propositions for the town. This needs to be done in the context of the Regional Spatial Strategy and the production of Harlow's Local Development Framework.

Harlow Renaissance has previously set the following as a set of aspirations for the next ten years and we will use this as the basis for establishing a deliverable vision:

- Harlow to have secured a reputation for growth, prosperity and creativity with above average levels of Gross Value Added.
- Harlow will be recognised as a model for neighbourhood renewal in terms of integrating the old and the new, setting high standards of design, build and environmental quality.
- Allied to this, Harlow's town centre will have achieved sub-regional status through its significantly enhanced retail offer, its colour and vitality which attracts large percentages of population from a wide catchment area both day and night.
- Harlow's original brand values of innovation, creativity and vitality will have been restored and supplemented by its reputation for high quality design and its reputation as a destination.
- Access to and through Harlow will have improved through better infrastructure with higher quality public transport, road and cycleways, completion of a new motorway junction and work underway on the A414 bypass.
- Harlow's major extension to the east will have been completed, whilst achieving a mixed housing profile across the town.
- Harlow will be a favoured location for business with existing large companies expanding their operations as well as significant inward investment. Our employment land will be in high demand, high quality jobs are provided for local people, whose skills and education are an attraction for employers. Location, quality of accommodation and other facilities will all be magnets with the town recognised as a good place to do business.
- Education facilities will be highly regarded with the well-established business-oriented University campus fully subscribed and the schools outperforming the average.

3.2 Challenges

In delivering this vision, Harlow has major opportunities for renewal and future growth with our geographic advantages, strong existing business base, the ability to capitalise on Stansted's growth and the potential to offer a green and attractive living environment. We seek to respond to the challenges set out in the East of England Plan and deliver in line with the objectives set out in the draft Regional Economic Strategy and Harlow Council's Regeneration Strategy. More detail on the background context within which we are operating is set out in Appendix 6 of this document.

However, a holistic approach to growth and development is essential if a sustainable town is to be the legacy. Facilitating housing and employment growth will not be successful if existing parts of the town are not regenerated in parallel with this, and in the process creating a changed image of Harlow. The current economic climate also presents additional challenges for Harlow. At the very time that we are seeking to develop more housing and also to encourage business growth, the country has entered an economic recession, severely constraining the housing and employment markets. For a town that was already lagging behind much of the rest of the region, the difficulty of the task of transforming the town is now exacerbated.

The risks to the development of Harlow are now perhaps greater than they were 12 months ago. In the current economic climate, it is easier for developers to focus on higher profile areas with an existing track record. It is also likely that the current gap that exists between Harlow and other areas will widen and it will become more challenging to secure competitive advantage for the town. An important issue for the company to tackle in this context is to ensure that we continue to promote the raising of standards and the delivery of high quality thresholds in line with both local and regional objectives. It would be easy in times of recession to lower standards to encourage delivery but if we are to be successful in the long term we must ensure that quality standards are raised and our work programme in the next two years will have a focus on achieving this.

To deliver the growth and regeneration of Harlow and to capitalise on the town's opportunities, Harlow Renaissance would see the following challenges as ones to which we need to respond:

- The credit crunch and the severe downturn in the housing market has virtually stopped all house building in the town. The national reduction in property values is further exacerbated in Harlow because of the existing relatively low base of the local housing market, making it harder still to bring development forward.
- The significant decline of a large amount of the existing housing stock that in many cases is now beyond its natural life. This is a classic New Town problem with much of the housing and infrastructure needing to be upgraded at the same time.
- A lack of diversity in the housing offer with a shortage of homes which are likely to appeal to the higher income earners that will be necessary for Harlow's future economic sustainability. There is a risk at the moment that social housing will comprise a higher than normal proportion of what will be built since this carries less risk in the current financial climate. In many areas this may be advantageous, but in Harlow a key objective is to change the balance between affordable and aspirational housing.
- Substantial infrastructure needs in terms of utilities provision and water management that are creating operational difficulties now regardless of future growth.
- Significant traffic congestion throughout the town that acts as a potential barrier to future investment and prevents the realisation of Harlow's potential. There is a need to find a solution to the problem of the A414 running through the town with junction 7 of the M11 being the only major east-west route into and out of the town. We will seek to create a plan to tackle this, and Harlow's other infrastructure needs, working with EEDA through the production of an Integrated Development Programme.

- The decline of the northern portion of the town centre provides an image of dereliction and acts as a further barrier to investment. Although we still have a developer on board, the credit crunch is creating additional difficulties in the demand for retail space is low, occupiers and developers will take less risk which will mean a longer time period to delivery. This will also have a knock on effect on house building, particularly at the higher end of the scale, since without a clear town centre offer housing developers will be reticent about commitment to new schemes.
- The need to generate a significant evening economy for the town centre and to diversify its offer. We know that this is a barrier to investment with business reporting that the town's low quality offer is a significant disincentive.
- The need to plan effectively for changing skills needs and to provide the right mix and spatial focus for the education needs of an expanding and diversifying population against the backdrop of an historically low skills base. Whilst GCSE attainment levels are improving significantly, Harlow still has high levels of the workforce with no qualifications at all. To achieve lasting regeneration though we will need to see the elimination of the growing discrepancy between workplace and household earnings, which currently stands at 31%.
- Tackling the low rate of entrepreneurship in Harlow with a business start up rate significantly less than the Essex average. Ironically, there may now be a better climate for new business start up with increasing redundancies and a shrinking labour market. We need to ensure though that Harlow is a place where people may wish to invest in a new business venture.
- Creating the right conditions for growth for Harlow's larger employers – the presence of which is a major strength for the town. Whilst many companies may now be downsizing, we need to ensure that Harlow is an attractive location (in terms of housing, facilities, transport and skills) for future business growth. We need to secure the most advantageous spatial distribution of employment sites to capitalise on growth opportunities and enable business expansion.
- Transforming the external image of Harlow to enable future business investment and create the conditions for housing growth.
- Capturing the benefits of growth at Stansted Airport and in London's economy, in the face of strong competition for this potential economic injection. Harlow provides an ideal location to support current growth plans at Stansted although this will inevitably be constrained at the moment with a downturn in passenger numbers and global recession making it harder to attract overseas business investment.

The programme that we set out in this business plan seeks to respond to these challenges. Even in difficult economic circumstances we can achieve much by way of preparing the ground for future growth and in delivering smaller projects to demonstrate what is possible. The potential of Harlow is still there and we will continue to make the case strongly that investment here will yield great returns.

3.3 Achievements to date

During the last two years we have established the company, created a 'presence' in Harlow and made progress on some of our main project activities. In particular, we have made significant delivery progress on the GAF II projects and brought the town centre renewal scheme closer to fruition with a proposal that is genuinely transformational.

Harlow Renaissance has undertaken extensive public consultations on our project activity with several hundred people attending meetings during 2007 - 09. Through this, and through activities such as a presence at the Harlow Town Show and the implementation of the Environmental Hotspots competition, the company has established a significant profile within the local community.

Specific achievements to highlight from the last year are:

- Worked with our partners to appoint a preferred developer for the Town Centre North scheme and procure a Masterplan ready for public consultation.
- Delivered the opening of the Harlow Enterprise Hub, facilitated by Lord Mandelson, and which is now providing high quality business units and on site advice and support.
- Secured planning consent for neighbourhood centre renewal schemes at Clifton Hatch and Prentice Place and procured a developer to build these as well as for the scheme at Old Harlow.
- Consulted on and produced a vision and development brief for the area around Harlow Town Station that will result in the production of a proposal for Supplementary Planning Guidance.
- Supported the production of a Transport Action Plan for Harlow through the Harlow-Stansted Transport Board and produced a 'Case for Harlow' document to support funding proposals to deliver the Action Plan.
- Developed a branding concept and the strapline 'Harlow – see something different' as well as a branding campaign for 2009-11 with funding secured through the Growth Fund to deliver this.
- Worked with Harlow Council and other partners to secure an increase of £4m in for the Programme of Development (GAF 3).
- Secured £150,000 funding from English Heritage to deliver a conservation area improvement programme for Old Harlow (between 2009 and 2012) to complement the wider regeneration programme there.
- Secured £40,000 funding from Essex County Council/EEDA to deliver work aimed at boosting entrepreneurship in Harlow.
- Completed a study, with support from BAA, examining the economic opportunities for Harlow arising from growth at Stansted Airport.
- Supported the Town Centre Partnership to deliver an active programme of events and raise the profile of Harlow Town Centre. As a result of the programme developed by the Town Centre Partnership, it has been shortlisted by the Association of Town Centre Management for the award of 'Partnership of the Year'.
- Brought a range of partners together to secure agreement to the implementation and promotion of the 'Plus Bus' initiative to encourage more users of Harlow Town Station to use local bus services in travelling to and from the station.

3.4 Moving forward in 2009-11

Harlow Renaissance will capitalise on these achievements and deliver a strong programme, contributing to Harlow's regeneration and growth. During this next year we will have facilitated a series of debates on the future of Harlow and arrived at some consensus on the detailed vision for that future. We will also have delivered a range of activities that will make a demonstrable difference to the town and completed further studies to enable the planning of the future growth of Harlow.

In doing this we will work with and through our partners since we have no direct powers of our own. In all our work we will strive to achieve the spirit and practice of collaboration.

The role of Harlow Renaissance

Harlow Renaissance has been formed to add value to the work of the existing partners and will not seek to duplicate functions. We have a clear delivery responsibility and will undertake the following core activities:

- Develop the thinking across the core partners to create a shared long term regeneration vision, strategy and implementation plan for Harlow
- Delivery of specific projects designed to enable the renewal and growth of Harlow
- Commissioning of masterplans and studies
- Support the implementation of other activity by the core partners
- Development of a marketing and promotional strategy for Harlow
- Contribution to wider sub-regional debates on issues such as transport and other infrastructure

The role of Harlow Renaissance in delivering this agenda can be seen in two ways:

- The provision of a service delivery function for Harlow Council and our other partners
- An independent role to facilitate dialogue and generate ideas on the future development of Harlow

Detail on the specific activities associated with these functions is outlined in the next section of this Business Plan.

4. ACTIVITIES AND PRIORITIES 2009 - 11

As a partnership organisation, Harlow Renaissance will work through its constituent members to ensure delivery of a programme consistent with the goals set by these partners. Since the company does not have direct powers itself, we will ensure that all project delivery is agreed with the relevant statutory bodies. Harlow Renaissance is committed to working inclusively through its partners to deliver effectively without duplication and by respecting the roles that our partners have established.

Section 2.3 of this document identified a set of priority actions for delivery in 2009/11 in line with the Harlow Renaissance's six themes. This section of the document now provides a more detailed breakdown of this, along with subsidiary actions.

PLANNED ACTIVITY

Harlow Renaissance has identified six thematic areas of work to take forward our work programme and deliver the objectives as set out above. These are derived from the needs analysis undertaken by our partners and summarised in our earlier Business Plan documents. We also seek here to provide a programme of activity designed to work towards the delivery of the wider renewal and growth agenda.

Housing

AIM: To contribute to the production of a transformational spatial plan for Harlow and to bring forward and deliver new proposals to provide new housing development for the town.

- GAF II neighbourhood centre projects; complete the schemes at Old Harlow, Clifton Hatch and Prentice Place, delivering new housing, retail and other community facilities. In doing this we will work with the Harlow Area Access Group to ensure that accessibility issues are adequately addressed
- Local Development Framework; work with partners to create a transformational framework that is consistent with our vision for Harlow and which sets out a clear mechanism for the delivery of future housing growth.
- Secure agreement on the scope of the Priority Estates programme, develop an implementation programme for this and commence works on at least one estate by 2011.
- Produce a design guide to set clear principles for the future of the town that are consistent with Harlow's heritage but also enabling the best of contemporary architecture. A core aspiration of Harlow Renaissance is to facilitate a step change in the quality of new housing that is delivered in the town. We will use EEDA's Excellence Framework to drive this process and use it to influence developers to create a climate in which increasing quality standards is the only acceptable outcome.
- Produce a 'Masterplan' for the wider Staple Tye area to facilitate new housing development in an appropriate context.
- Develop new funding mechanisms and delivery models to respond to current market conditions and bring forward opportunities for new housing development.

Transport and infrastructure

AIM: Create the necessary infrastructure framework to enable Harlow's sustainable growth and make significant progress on its funding and implementation.

- Work with the Transportation Board to develop proposals for transportation improvements for Harlow and the sub-region. In particular, secure agreement between all relevant parties on the development of the A414 re-alignment and the creation of a new junction on the M11.

- Complete the production of an Infrastructure Study for Harlow and create a delivery plan (Integrated Development Programme) for this.
- Manage the Growth Area Funds (GAF 3) programme for Harlow Council and secure infrastructure improvements through this.
- Secure physical improvements to Harlow Town Station in time for the building's 50th anniversary in 2010.
- Undertake a feasibility study into the potential for an extension to the Central Line from Epping to Harlow.

Town Centre Development

AIM: To develop a holistic approach to the development of the town centre that delivers a major step change in quality and also to create increased activity in the town centre and neighbourhood centres in the short term.

- Manage the Market Square Quarter development through to planning application stage in early 2010 and help to facilitate the process of site assembly. Within this, ensure that the development creates a holistic town centre and provide a forum for the articulation of the views of HRL's member organisations.
- Extend the programme of interim use activity to utilise empty retail units and investigate potential changes of use to attract new activities e.g. arts, offices. Complete the planting of trees in the town centre.
- Manage the Town Centre Partnership and provide direction for the Town Centre Development Manager resulting in a more vibrant Town Centre.
- As part of the development of Harlow Council's Regeneration Strategy, conduct an analysis into the function, effectiveness and potential of Harlow's four district shopping centres The Stow, Bush Fair, Old Harlow and Staple Tye.

Education

AIM: To secure the presence of Anglia Ruskin University in the town and to increase linkages between the business community and education providers.

- Negotiate a clear plan of work for development of the Anglia Ruskin Harlow University Campus and delivery of courses to match our goals and vision for the town with the first courses commencing delivery in September 2010.
- Extend the entrepreneurship programme working with the Harlow Education Employer Partnership, Harlow schools and Harlow College.

Enterprise and employment

AIM: To secure the growth of a vibrant business sector in Harlow and provide increased opportunities for higher level employment.

- Complete the production of an Employment Land Utilisation Study to identify the future potential for employment growth, both quantitatively and spatially.
- Work with Harlow Council to develop and implement a proactive programme of engagement with Harlow's larger businesses designed to remove any barriers to growth.
- To work with East of England International, Essex Development & Regeneration Agency (ExDRA), and other partners to create an attractive 'Harlow offer' for incoming businesses.
- Secure the adoption of Supplementary Planning Guidance for the area around Harlow Town Station to enable its development as an employment hub for the town and as a dynamic gateway to the town.
- Produce a proposal for the re-development of the Templefields industrial area to create an attractive district for business and open up river front opportunities.

Marketing & Branding

AIM: To transform the Harlow image, identity and “brand” through building on the town’s strengths and existing civic pride and secure an increase in the positive perceptions of the town.

- Implement a branding campaign across a wide range of bodies, delivering a co-ordinated programme of good news stories about Harlow, and ensuring consistency of message.
- Undertake a review of Harlow’s green spaces as a mechanism for promoting the town and in the context of the town’s future growth.
- Maintain a presence at Harlow’s Town Show to promote the company’s activities and reinforce the branding messages.
- Identify ways in which Harlow can benefit from the Olympics in 2012 and also develop an offer for business tourism

5. GOVERNANCE AND OPERATIONAL PLAN

5.1 Company Structure

The company has four Members:

- Harlow District Council
- Essex County Council
- East of England Development Agency (EEDA)
- Homes and Communities Agency (HCA)

The Government Office for the East of England (GO East) has full observer status on the company's Board and additional Board representation is derived from Harlow's Local Strategic Partnership, Harlow 2020, with a private sector Chair and four independent Directors bringing a range of additional expertise. A full list of the Directors is shown in Appendix 1 along with details of sub-group membership.

Initially, the company was established as an interim delivery vehicle pending decisions upon the longer term direction of growth as established by the East of England Plan. However, there is clearly a long term role to be performed and this business plan sets out an ambitious vision as well as a set of activities to complete the funding period agreed with our funders and members until March 2011. During this period the company's role, activities geographic remit and membership will be reviewed in keeping with the plans for the longer term growth of Harlow.

The company purchases Human Resources Services from Harlow Council and as such is fully compliant with the local authority's equality and diversity policies in terms of recruitment, staff development and management practices.

5.2 Budget

The company is primarily funded by central government through the Department of Communities and Local Government with additional contributions received from Harlow Council, Essex County Council and EEDA. An outline budget for 2009/11 is set out below, with a forecast out turn for 2008/09.

INCOME	2008/09	2009/10	2010/11
DCLG	400,000	450,000	450,000
EEDA	125,000	125,000	125,000
Harlow District Council	75,000	75,000	75,000
Essex County Council	75,000	75,000	75,000
Town Centre Partnership	120,000	100,000	100,000
Other	69,625	122,000	75,000
Carried forward from previous year	77,341	75,516	22,216
TOTAL	941,966	1,042,516	926,000
EXPENDITURE			
Staffing Costs	393,910	445,700	460,200
Office Running Costs	73,039	82,100	104,900
Project costs	299,500	372,500	250,000
Town Centre Partnership	100,000	100,000	100,000
TOTAL	866,449	1,000,300	915,100

5.2 Organisational Structure

The Board of Harlow Renaissance brings together representatives of the main partner organisations along with a range of independent directors who bring specific skills and expertise to the organisation. The full details of Board membership and that of sub-groups are set out in Appendix 1.

Appendix 2 details the staff members of the company. It is not expected that this staffing structure will change during 2009/10 but this will need to be kept under review as the work programme develops.

As part of this staffing structure, Harlow Renaissance has oversight of the Town Centre Partnership staff, providing an interim line management function. These posts will transfer, at some point during the lifetime of this Business Plan, to the direct management of the Partnership when an independent legal entity is created.

5.3 Communication and Consultation

The successful implementation of an effective communications strategy is an essential component of the work of Harlow Renaissance. For this reason, the company's initial staffing structure was amended to include the role of a Communications Manager to drive forward this work. In 2009/10, this will focus on the following:

- The completion of a new, interactive website for Harlow Renaissance
- Continuation of the consultation and communications process for the GAF II projects as they move from the planning into the delivery phase
- Co-ordination of a consultation and communications process for the Priority Estates programme
- Production of a Harlow Investment Prospectus
- Implementation of a set of core messages created for the re-branding of Harlow
- Co-ordination of the communications work on the development plans for the Market Square Quarter
- Development and implementation of a wider community consultation programme related to renewal and growth programmes for Harlow working with core partners and important local organisations such as Harlow Civic Society and tenants and residents associations
- Development of a strong working relationship with local and regional media

The company also participates actively in wider partnerships to ensure that our work is integrated with the broader social and economic agendas. We have membership of the Board of the Local Strategic Partnership, Harlow 2020, which is also represented on the Harlow Renaissance Board through its Chair. The company participates in sub-groups of the LSP concerned with tackling Health Inequalities and managing the impacts of the recession. Although not necessarily core to our work these activities are important to ensure that the work we deliver contributes to the wider socio-economic objectives of tackling poverty and increasing opportunity for the existing population of the town.

All of this activity, and indeed all of the company's work, will be underpinned by a range of core principles:

- **Openness** to the community
- **Accountability** through our members
- Active **involvement of stakeholders** in the design and delivery of our work
- A desire to **add value** to work that is being done in Harlow
- A commitment to **high quality** in all that we do and in all that we deliver

5.4 Risk Analysis

Harlow Renaissance will adopt a two-tier approach to risk management. The first tier is an analysis of the risks involved in operating the company and is required principally to assure the founder members and their sponsoring government departments that membership of the company does not expose them to inappropriate risks.

The second tier of risk management relates to the individual projects that the company and its partners may wish to undertake. It is important to understand that Harlow Renaissance has no statutory powers and, at present, no direct capital funding. It only has a revenue budget and as such all capital projects legally have to be funded and carried out by one or other of the founder members, even if the company acts as agent in managing the project, as with GAF II.

Every capital project will be subjected to an independent appraisal including a project-specific risk assessment. Any projects over £10m will also have to comply with Treasury Greenbook methodology.

It is also important to understand that the risk assessment is carried out from the perspective of the funding body and may not always reflect the risk to all participants

5.5 Evaluation

During 2009/10, Harlow Renaissance will develop an evaluation framework to review our current activities and to plan for future work. This will be guided by the company's Audit Committee and become embedded into our project identification, selection, management and review process. The evaluation framework will examine the impact and effectiveness of individual projects as well as the wider impact that the company is having on driving forward the regeneration and growth of Harlow. It will also examine the impact that the company's work is having on regional equalities and diversity targets.

Harlow Renaissance will also participate fully in the East of England Local Delivery Vehicle network to benefit from sharing of best practice and information and knowledge exchange.

During the first half of the financial year the company's staff team will participate in a learning session with Inspire East on the Excellence Framework. This will be used to identify areas in which this can be embedded in our work.

APPENDIX ONE

a) Harlow Renaissance Board Directors

John Spence		CHAIR
Cllr Andrew Johnson	Leader	Harlow District Council
Cllr Chris Millington	Leader of the opposition	Harlow District Council
Cllr Mark Wilkinson	Leader of the Labour Group	Harlow District Council
Cllr Stephen Castle		Essex County Council
Cllr Eddie Johnson		Essex County Council
Steve Cox	Executive Director, Strategy & Development	East of England Development Agency
Simon Bishop	Area Director, East of England	Homes and Communities Agency
Jackie Sully	Chair	Harlow 2020
Nicholas Falk		Independent Director
Martin Reynolds		Independent Director
Steve Hammond		Independent Director
John Keddie		Independent Director
Official Observer		
Dearbhla Lawson	Growth Areas Team	Government Office for the East of England

b) Sub groups

(i) Property Advisory Group

Nicholas Falk	Chair
Cllr Chris Millington	HRL Board Member
Joe McGill	Property and Facilities Manager, Harlow Council
Ian Hatton	Senior Regeneration and Policy Manager, Essex County Council
John Gandy	DP World
Barry Munday	PRP Architects
David Taylor	Alan Baxter Associates
Stephen Hill	Capital Action
Sarah Allen	CABE

(ii) People Committee

John Spence	Chair
Steve Cox	
Cllr Andrew Johnson	

(iii) Audit Committee

Philip Chamberlain	Independent Chair
Cllr Simon Carter	Deputy Leader, Harlow District Council
Martin Reynolds	HRL Board Member
Steve Hammond	HRL Board Member
Margaret Lee	Head of Financial Control & Governance, Essex County Council

APPENDIX TWO

Harlow Renaissance staff members

Andrew Bramidge	Chief Executive
Chris Beasley	Development Director
Louisa Martland	Office and Project Manager
Nicola Bowland	Communications Manager
Ostap Paparega	Programme Manager - Growth Area Fund
Judith Barker	Programme Manager - Planning and Infrastructure
Richard Dennerly	Town Centre Development Manager (on behalf of the Town Centre Partnership)
Mandy Hood	Assistant Town Centre Manager (on behalf of the Town Centre Partnership)

APPENDIX 3 - HARLOW'S CONTEXT

This appendix addresses the wider context for Harlow and provides the background for the work of Harlow Renaissance. It seeks to provide the context for the renewal and growth agenda in Harlow and identifies the key issues to be tackled. In doing this we have drawn heavily on the existing work of our partners since Harlow Renaissance has been established to deliver change and not to create new strategies. The main documents that this Business Plan relates to are the Regional Spatial Strategy (the East of England Plan), the Regional Economic Strategy and Harlow Council's Regeneration Strategy.

Growth and Regeneration in Harlow

The Sustainable Communities Plan, published by the Government in 2003, set out the growth and regeneration of Harlow as a key element of the designated London-Stansted-Cambridge-Peterborough Growth Area.

Harlow was designated as a New Town in 1947 and designed as a town for some 60-80,000 people. Despite its locational advantages and relatively modern construction, the town has suffered relative decline over the last 15 to 20 years. This is in comparison with other towns and districts elsewhere in the East of England region and around London, which are competing more effectively for a share of employment-based growth.

There has been major change in the economic base of Harlow. Manufacturing has declined significantly, the town has a low skills base and the economy lacks diversity. These, coupled with an ageing infrastructure and problems over transport connectivity, mean that Harlow finds it difficult to compete effectively in the wider regional economy.

Harlow does, however, have key strengths:

- the presence of major flagship international companies
- some concentration in the growth of knowledge economy industries such as Research and Development, pharmaceuticals, and manufacturing of electronic equipment
- the regeneration potential of the development of a University campus in the town
- proximity to London, Stansted Airport and Cambridge
- a strategically important location at the crossroads between the M11 growth corridor and the east/west gateway to a growing central Essex

It is these key strengths that led to Harlow being identified as a location for growth, coupled with the need for regeneration, in the 2002 ECOTEC study for the East of England Regional Assembly (EERA) on the potential for housing growth in the London-Stansted-Cambridge corridor. This potential was accepted in the Government's 2003 Sustainable Communities Plan. Housing growth is already underway in Harlow, with the commencement of the Harlow Gateway scheme in 2004 as part of a wider regeneration package across the town.

The current Local Plan for Harlow sets out the strategy for achieving housing growth in the district to 2011 and the Regional Spatial Strategy (see below) has set a target of an additional 16,000 homes to 2021. Harlow Council is now in the process of producing its Local Development Framework to set the local policy context, in parallel with the neighbouring districts of East Hertfordshire and Epping Forest. A Housing and Employment Options Study is currently being produced to provide an evidence based assessment of the most appropriate specific locations for growth. Following this, consultation will take place on potential options before Harlow Council publishes its Preferred Issues and Options in early 2010. It is then expected that the final LDF will be adopted in 2011.

The Regional context

The East of England Plan confirms Harlow as a Key Centre for Development and Change. For Harlow, the Plan aims to:

- put in place a strategy to secure the regeneration of Harlow
- clarify the spatial strategy for the M11 corridor and Harlow's role within it
- enable Harlow to be a major focus of sustainable growth
- address its transport issues; and allow potential for continuing growth after 2021.

Specifically, the East of England Plan proposes the following for Harlow:

- a total of 16,000 additional dwellings between 2001 and 2021
- urban extensions not only in Harlow but also in Epping Forest and East Hertfordshire Districts
- joint or co-ordinated Local Development Documents (LDDs) to determine the appropriate distribution between the urban extensions, with the Districts working with county transport authorities, Regional Assembly, Government Office and Harlow Renaissance to appraise planning and transport options
- a Green Belt review to the north of Harlow to provide for eventual development of at least 10,000 dwellings and test the capacity to achieve the most sustainable size of urban extension in the longer term without the need for a further Green Belt review
- opportunities should be taken to retain and make use of attractive environmental features within green infrastructure provided in the urban extensions (the Stort Valley is a major such opportunity)
- Harlow's retail offer should be enhanced and its position within the hierarchy of town centres strengthened
- transport measures to support the town's regeneration and growth and improve access to the strategic highway network from key employment sites

The East of England Plan is less specific about proposed job growth. Overall, the Plan's target for job growth across the Region is 452,000 (against a Regional total of 508,000 additional dwellings). No job growth target is given for Harlow, although a total of 56,000 is identified in the Plan for the "Central and North Essex" group of Districts, which comprises Harlow, Epping, Uttlesford, Chelmsford, Braintree and Maldon. The Plan recognises the implications for Harlow of its proximity to Stansted Airport by stating that employment development not directly related to the operation of the airport should be located at Harlow and other nearby towns. This is a major opportunity for the town, even within the context of the existing runway, with the stated ambition of BAA to increase the level of business traffic through the airport and the resulting potential for inward investment.

Regional Economic Strategy

The East of England Development Agency (EEDA) is responsible for setting the long-term sustainable economic direction for the region. It does this via the Regional Economic Strategy (RES), which was launched in December 2004 and an updated and revised RES was then published in the autumn of 2008. This document sets an ambitious vision for the region to 2031 and priorities for action to deliver that vision, putting in place a framework for the development of local plans and strategies.

The challenges to Harlow in terms of regeneration are recognised in the RES, in particular the infrastructure deficit and the difficulties associated with east-west travel across the London Arc. But it also recognises the potential of the town to become an important sub-regional centre for business growth, through the economic development opportunities that its proximity to London and Stansted Airport offers. It is arguable however that Harlow's true growth potential lies in its association with the M11 corridor as an 'engine of growth' rather

than a direct association with the London economy. Regardless of geographic definitions however, Harlow's designation within a Growth Area, the existing presence of leading biotechnology companies and its geographic positioning all add to Harlow's potential.

The RES identifies a growing population and expanding economy for the East of England with high levels of labour productivity. However, Harlow is not typical of much of the region and many of the positive regional economic indicators are not reflected here. The RES does identify that Harlow can make a contribution to the continued growth of the East of England in view of its existing R & D business base and its geographical advantages. Harlow Renaissance believes that this can be realised and enhanced by investment in the town's skills base, its infrastructure, housing and retail offer and its external image.

Appendix 7 of this document sets out the ways in which Harlow Renaissance's activities will contribute towards the delivery of the Regional Economic Strategy.

Current Position – Employment and Skills

Harlow remains a major centre of employment within the sub-region, currently providing nearly 40,000 jobs. The Pinnacles Industrial Estate, Templefields and Nortel at Church Langley all have significant concentrations of businesses and jobs. The town centre is also a significant location for retail employment and this will increase further with its re-development. However, all major employment sites are characterised by concentrations of empty properties. This partly reflects the fact that much of what is available was built for manufacturing industry which is no longer appropriate for modern business use. A review of current business premises stock and likely future requirements will be completed during 2009.

Harlow's current business base is dominated by four main employment sectors:

- Real estate, renting, business activities (incl. services) – 24%
- Wholesale and retail trade – 21%
- Construction – 14%
- Manufacturing – 10%

There are a number of major private sector employers in Harlow: GlaxoSmithKline, Raytheon, Pearson, Owens-Illinois (formerly United Glass) and Nortel. In addition, 65 foreign-owned businesses account for around one third of all employment in Harlow. Productivity levels are generally high with both GVA and employment rates at about the regional average.

In 2001 (i.e. at the last census), Harlow had a population of 78,768. A total of 40,873 people were economically active, with 37,661 Harlow residents in employment against 39,180 full-time-equivalent (FTE) jobs by workplace in Harlow. This had declined to 38,613 FTE by 2003. In 2005, 48% of jobs in Harlow were filled by commuters into the town, whilst 30% of Harlow residents travelled 20km or more to their place of employment. The employment distribution of Harlow residents in 2005 was:

- Distribution, hotels and restaurants – 32%
- Banking, finance and insurance – 21%
- Public administration, education and health – 18%
- Manufacturing – 18%

It is interesting to note that a fifth of Harlow residents are employed in the financial services industry and yet this is not a significant business sector in the town, suggesting that these residents commute out for employment. This perhaps points to a future opportunity for business development with a significant skills and experience base existing within Harlow.

As a 'new town', Harlow has a different demography and a less mature local economy than other major towns in the mid and West Essex sub region. The Indices of Multiple Deprivation (2007) reveal Harlow as the most deprived district in the sub region with only Tendring and Southend in the wider county suffering from worse levels of deprivation:

- It has more young and fewer old people, including the highest rate of young people 'not in education, employment or training' (NEET) in the sub-region (9.9% Aug. 2006)
- Harlow has higher unemployment (4.3% in January 2009 claiming Job Seekers Allowance) than the Essex and East of England average (2.8%) with this figure rising sharply in late 2008 and early 2009. Harlow also has fewer self-employed (7.3% 2006-07) and the lowest number of registered businesses (1,920 in 2006) than any other district in Essex
- The town is more dependent on a few large employers, some of which have recently downsized, such as Nortel
- There are increasing numbers of local residents with no qualifications. ONS figures show that this was 18.7% of the economically active population in 2007 compared to the Essex rate of 14.4% and the East of England rate of 12.5%

However, over recent years there have been signs that Harlow has drawn benefits from the investment it has received from many sources, including European funds, EEDA, Single Regeneration Budget, Growth Areas Fund, Essex County Council and others. The percentage of sixteen year olds in Harlow schools passing at least five GCSEs with grades A-C (including Maths and English) has increased from 20% in 1997 (the lowest in Essex at that time) to 40.1% in 2008 – approaching the County and national averages of 49% and 47% respectively.

Nevertheless, a potential challenge remains to extend the improvements already achieved to the areas of employment, enterprise and the reduction of young people who are NEET. A further challenge will be to raise the overall level of skills within the town to ensure that the skills base is sufficient to attract more knowledge-based businesses in the future, to match the growth in housing. In addition, Harlow's proximity to and good physical links with London presents good opportunities for the town to become an attractive location for businesses.

A key objective for the attraction of new businesses will be to increase the number of better paid jobs in the town and the proportion of Harlow resident's obtaining them. Perhaps the most significant statistic relating to Harlow's economic development is the fact that the salary levels of Harlow's residents are significantly below those of the surrounding area. The salary levels of those living in Harlow are 31% higher than the average Harlow workplace salary (ONS, 2008) and this gap is growing with the equivalent figure in 2007 being 25%. Additionally, the salary levels of Harlow residents are 20% below the levels of Essex residents. The regeneration of Harlow can only be successful in the long term if these gaps are closed in a significant way.

This will be assisted by the development of Anglia Ruskin University's campus which will not only add significantly to the town's education provision, but also act as a catalyst for wider regeneration through education-industry links. This will be particularly so if the offering is linked to the needs of businesses in the town and enables a step change in the level of aspiration and achievement.

Harlow Regeneration Strategy

Harlow District Council published its current Regeneration Strategy in early 2007. This strategy and implementation plan focuses on the Council's regeneration activities and draws together the various strands of regeneration strategy and policy and by ensuring, as far as possible, that the Council's policy aims and objectives are aligned with those of others.

The strategy is based around the 2005 PACEC Harlow Regeneration Strategy study and other key policy documents such as the Regional Economic Strategy and the Harlow 2020

Community Strategy. The strategy has six themes with core objectives for each theme as follows:

- Economic Prosperity
 - Developing a dynamic economic base, by retaining existing businesses in the area, and attracting new investment
 - Creating a more robust economic base by expanding the SME sector and developing specialist clusters around new and existing growth industries
 - Continuing to regenerate the town centre
 - Training of a flexible and skilled workforce to meet employers' needs
- Education, Learning and Skills
 - Raising aspirations and achieving local recognition of measurable progress across all phases of learning
 - Securing the best possible educational staff, facilities and resources for the local community
 - Developing a strategy that enables all sections of the community to be involved in, and have access to, lifelong learning
- Creating the Conditions for Growth and Regeneration
 - Ensuring recognition of Harlow's needs and potential at all levels of government and raising the profile of the town to potential investors
 - Ensuring that Harlow is able to exploit fully its geographical position in relation to major regional economic development by developing transport networks in the area
 - Ensuring that reliable public transport is accessible to all sections of the Harlow community
 - Developing and implementing initiatives that help to make Harlow a safe and convenient place to travel around and visit
- Homes, Neighbourhoods and Quality of Life
 - Improving the overall supply of housing and widening choice
 - Increasing the supply of good quality, decent and affordable housing
 - Improving local neighbourhoods and enhancing the green environment
 - Ensuring adequate provision of health and community facilities
- Delivery Mechanisms and Stakeholder/Community Engagement
 - Ensuring the effective co-ordination of the policies and programmes of all organisations with a remit in the regeneration of the town
 - Ensuring the effective engagement of stakeholders and the community in policy formation and delivery programmes

The actions contained within this Business Plan have been developed in support of this strategy. The Regeneration Strategy is to be reviewed during 2009 and Harlow Renaissance Ltd will work with Harlow Council on this process and will continue to deliver activities in support of its objectives.

Conclusions

Harlow Renaissance Ltd, through this Business Plan, seeks to respond to the opportunities and threats as outlined above, and deliver a range of activity consistent with regional and local strategies. In particular, we feel that we should focus on the following key economic drivers:

- A changing economic context with the decline of much of the town's traditional industrial base but also with the opportunities to carve out a role in expanding the region's activity in new technology and research and development.
- Growth at Stansted Airport which can provide much more in the way of business and employment opportunities for Harlow.
- Responding to the growth challenge by delivering on Harlow's potential for a key sub-regional centre for employment, retail and education.
- The need to improve and diversify the town's housing stock to enable long term economic sustainability through the attraction of a wider resident population.
- The need to change the external image of Harlow that will enable the investment that is required.

APPENDIX 4 – LINKS TO REGIONAL ECONOMIC STRATEGY

HARLOW RENAISSANCE GOAL	RES GOAL(S)	HRL priorities that contribute to RES Goal(s)
<p>To contribute to the production of a transformational spatial plan for Harlow and to bring forward and deliver new proposals to provide new housing, retail and other community facilities.</p>	<p>Sustainable places that attract and retain the people and investment necessary for a world class economy:</p> <ul style="list-style-type: none"> - Ensuring physical development meets the needs of a changing economy - Increasing economic gain from the regions distinctiveness and vitality - Creating sustainable places for people and businesses 	<p>GAF II neighbourhood centre projects; complete the schemes at Old Harlow, Clifton Hatch and Prentice Place, delivering new housing, retail and other community facilities.</p> <p>Local Development Framework; work with partners to create a transformational framework that is consistent with our vision for Harlow and which sets out a clear mechanism for the delivery of future housing growth.</p> <p>Secure agreement on the scope of the Priority Estates programme, develop an implementation programme for this and commence works on at least one estate by 2011.</p> <p>Produce a design guide to set clear principles for the future of the town that are consistent with Harlow’s heritage but also enabling the best of contemporary architecture.</p> <p>Produce a ‘Masterplan’ for the wider Staple Tye area to facilitate new housing development in an appropriate context.</p> <p>Develop new funding mechanisms and delivery models to respond to current market conditions and bring forward opportunities for new housing development.</p>
<p>Create the necessary infrastructure framework to enable Harlow’s sustainable growth and make significant progress on its funding and implementation.</p>	<p>A transport system that fully supports sustainable economic growth:</p> <ul style="list-style-type: none"> - Creating a resilient transport system that is used effectively and efficiently - Investing in transport to maximise economic growth - Increasing economic benefit to the East of England from major international gateways <p>Benefitting from a low resource low carbon economy – improving resource efficiency through behaviour change.</p>	<p>Work with the Transportation Board to develop proposals for transportation improvements for Harlow and the sub-region. In particular, secure agreement between all relevant parties on the development of the A414 re-alignment and the creation of a new junction on the M11.</p> <p>Complete the production of an Infrastructure Study for Harlow and create a delivery plan (Integrated Development Programme) for this.</p> <p>Manage the Growth Area Funds (GAF 3) programme for Harlow Council and secure infrastructure improvements through this.</p> <p>Secure physical improvements to Harlow Town Station in time for the building’s 50th anniversary in 2010.</p> <p>Undertake a feasibility study into the potential for an extension to the Central Line from Epping to Harlow.</p>

<p>To develop a holistic strategy for the town centre that delivers a major step change in quality and also to create increased activity in the town centre and neighbourhood centres in the short term.</p>	<p>Sustainable places that attract and retain the people and investment necessary for a world class economy:</p> <ul style="list-style-type: none"> - Ensuring physical development meets the needs of a changing economy - Increasing economic gain from the regions distinctiveness and vitality - Creating sustainable places for people and businesses 	<p>Manage the Market Square Quarter development through to planning application stage in early 2010 and help to facilitate the process of site assembly. Within this, ensure that the development creates a holistic town centre and provide a forum for the articulation of the views of HRL's member organisations.</p> <p>Extend the programme of interim use activity to utilise empty retail units and investigate potential changes of use to attract new activities e.g. arts, offices. Complete the planting of trees in the town centre.</p> <p>Manage the Town Centre Partnership and provide direction for the Town Centre Development Manager resulting in a more vibrant Town Centre.</p> <p>As part of the development of Harlow Council's Regeneration Strategy, conduct an analysis into the function, effectiveness and potential of Harlow's four district shopping centres The Stow, Bush Fair, Old Harlow and Staple Tye.</p>
<p>To secure the presence of Anglia Ruskin University in the town and to increase linkages between the business community and education providers.</p>	<p>An adaptive and improving skills base that responds to a changing global economy.</p> <p>Improving business performance and a stronger culture of entrepreneurship.</p> <p>Realising the value of innovation by bringing ideas to market – strengthening cluster around leading private sector R & D companies and research-intensive universities.</p>	<p>Negotiate a clear plan of work for development of the Anglia Ruskin Harlow University Campus and delivery of courses to match our goals and vision for the town with the first courses commencing delivery in September 2010.</p> <p>Extend the entrepreneurship programme working with the Harlow Education Employer Partnership, Harlow schools and Harlow College.</p>
<p>To secure the growth of a vibrant business sector in Harlow and provide increased opportunities for higher level employment.</p>	<p>Improving business performance and a stronger culture of entrepreneurship:</p> <ul style="list-style-type: none"> - Strengthen the regions enterprise culture - Increasing opportunities from international trade, investment and collaboration - Enabling high growth businesses to reach their potential 	<p>Complete the production of an Employment Land Utilisation Study to identify the future potential for employment growth, both quantitatively and spatially.</p> <p>Work with Harlow Council to develop and implement a proactive programme of engagement with Harlow's larger businesses designed to remove any barriers to growth.</p> <p>To work with East of England International, Essex Development & Regeneration Agency (ExDRA), and other partners to create an attractive 'Harlow offer' for incoming businesses.</p> <p>Secure the adoption of Supplementary Planning Guidance for the area around Harlow Town Station to enable its development as an</p>

		<p>employment hub for the town and as a dynamic gateway to the town.</p> <p>Produce a proposal for the re-development of the Templefields industrial area to create an attractive district for business and open up river front opportunities.</p>
<p>To transform the Harlow image, identity and “brand” through building on the town’s strengths and existing civic pride and secure an increase in the positive perceptions of the town.</p>	<p>Sustainable places that attract and retain the people and investment necessary for a world class economy:</p> <ul style="list-style-type: none"> - Ensuring physical development meets the needs of a changing economy - Increasing economic gain from the regions distinctiveness and vitality - Creating sustainable places for people and businesses 	<p>Implement a branding campaign across a wide range of bodies, delivering a co-ordinated programme of good news stories about Harlow, and ensuring consistency of message.</p> <p>Undertake a review of Harlow’s green spaces as a mechanism for promoting the town and in the context of the town’s future growth.</p> <p>Maintain a presence at Harlow’s Town Show to promote the company’s activities and reinforce the branding messages.</p> <p>Identify ways in which Harlow can benefit from the Olympics in 2012 and also develop an offer for business tourism</p>