

CABINET
Thursday, 28 February 2019 on the rise of Special Council
Council Chamber, Civic Centre

Members

Councillor Mark Ingall, Leader of the Council
Councillor Mark Wilkinson, Deputy Leader and Portfolio Holder for Housing
Councillor Mike Danvers, Portfolio Holder for Resources
Councillor Eugenie Harvey, Portfolio Holder for Community and Wellbeing
Councillor Danny Purton, Portfolio Holder for Environment
Councillor Lanie Shears, Portfolio Holder for Governance, Equality and Diversity
Councillor John Strachan, Portfolio Holder for Regeneration
Councillor Emma Toal, Portfolio Holder for Economic Growth

AGENDA

1. Apologies for absence
2. Declarations of Interest

Councillors' declarations of interest (if any) in relation to any items on the agenda.
3. Minutes (Pages 3 - 11)

To approve the minutes of the meeting held on 24 January 2019.
4. Matters Arising

Any matters arising from the minutes of the previous meeting.
5. Written Questions from the Public

To receive any questions from members of the public in accordance with Rule 10 of the Council Procedure Rules.
6. Written Questions from Councillors

To receive any questions from Councillors in accordance with Rule 11 of the Council Procedure Rules.
7. Petitions

To consider any petitions that have been referred to the Cabinet under the Council's Petition Scheme.

8. Forward Plan (Pages 12 - 19)

To note the Forward Plan, which lists all upcoming Cabinet decisions and provides notice of key decisions and those expected to be taken in private session.

9. Recent Decisions Taken by The Leader, Deputy or Portfolio Holder(s)

To note recent Portfolio Holder decisions taken under delegated powers, as attached.

a) Deputy Leader and Portfolio Holder for Housing - 11 February 2019 (Page 20)

b) Leader of the Council - 18 February 2019 (Page 21)

10. Harlow and Gilston Garden Town Transport Strategy (Pages 22 - 55)

11. Communications from Committees/Working Groups/Parties and Panels

12. Minutes of Panels/Working Groups

To note the following draft minutes of Cabinet appointed bodies. Minutes remain draft until approved by the relevant body.

a) Minutes of meeting Tuesday, 11 December 2018 of Shareholder Sub Committee (Pages 56 - 59)

b) Minutes of meeting Tuesday, 15 January 2019 of Shareholder Sub Committee (Pages 60 - 64)

c) Minutes of meeting Thursday, 17 January 2019 of Cabinet Overview Working Group (Pages 65 - 66)

d) Minutes of meeting Monday, 21 January 2019 of Highways Panel (Pages 67 - 70)

e) Minutes of meeting Tuesday, 29 January 2019 of Safety Committee (Pages 71 - 73)

13. Matters of Urgent Business

Such other business which, in the opinion of the Chair, should be received as a matter of urgency by reason of special circumstances to be specified in the minutes.

**MINUTES OF THE CABINET
HELD ON**

24 January 2019

7.30 - 8.15 pm

PRESENT**Committee Members**

Councillor Mark Ingall, Leader of the Council
Councillor Mark Wilkinson, Deputy Leader and Portfolio Holder for Housing
Councillor Mike Danvers, Portfolio Holder for Resources
Councillor Eugenie Harvey, Portfolio Holder for Community and Wellbeing
Councillor Danny Purton, Portfolio Holder for Environment
Councillor Lanie Shears, Portfolio Holder for Governance & Equality and Diversity
Councillor John Strachan, Portfolio Holder for Regeneration
Councillor Emma Toal, Portfolio Holder for Economic Growth

Other Councillors

Councillor David Carter
Councillor Simon Carter
Councillor Tony Edwards
Councillor Tony Hall
Councillor Andrew Johnson
Councillor Stefan Mullard
Councillor Russell Perrin
Councillor Chris Vince

Officers

Brian Keane, Managing Director
Andrew Bramidge, Project Director - Enterprise Zone and Interim Head of Planning
Simon Freeman, Head of Finance and Deputy to the Managing Director
Jane Greer, Head of Community Wellbeing
Simon Hill, Head of Governance
Andrew Murray, Head of Housing
Adam Rees, Governance Support Officer

94. **APOLOGIES FOR ABSENCE**

None.

95. **DECLARATIONS OF INTEREST**

None.

96. **MINUTES**

RESOLVED that the minutes of the meeting held on 6 December 2017 are agreed as a correct record and signed by the Leader.

97. **MATTERS ARISING**

None.

98. **WRITTEN QUESTIONS FROM THE PUBLIC**

The questions, together with the answers, are appended to the minutes.

99. **WRITTEN QUESTIONS FROM COUNCILLORS**

None.

100. **PETITIONS**

None.

101. **FORWARD PLAN**

RESOLVED that the Forward Plan is noted.

102. **RECENT DECISIONS TAKEN BY THE LEADER, DEPUTY OR PORTFOLIO HOLDER(S)**

In response to questions, the Leader of the Council said that he had taken an urgent decision, in consultation with Officers and relevant Portfolio holders, to take the management of the Museum back under direct Council control in order to reopen Harlow Museum.

103. **CORPORATE PLAN 2019/20**

Cabinet received a report proposing a Corporate Plan for 2019/20 to 2021/22.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

A The Corporate Plan 2019/20 – 2021/22, attached as Appendix A to the report, is adopted.

B Authority be delegated to the Managing Director, in consultation with the Leader of the Council, to make minor and inconsequential amendments to the Corporate Plan.

104. **MEDIUM TERM FINANCIAL STRATEGY 2019/20 - 2021/22**

Cabinet received a report proposing a Medium Term Financial Strategy for the Council from 2019/20 to 2021/22.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

- A** The Medium Term Financial Strategy for 2019/20 to 2021/22 (attached as appendix B to the report) is adopted.
- B** The planned Council Tax increase of two per cent for 2019/20 as set out in the Medium Term Financial Plan be approved.
- C** The proposals in relation to reserves as set out in this report at paragraphs 23 to 29 and contained within Section 8 of the Medium Term Financial Strategy be approved.

105. **CAPITAL AND TREASURY REPORT 2019**

Cabinet received a report which set out the Capital Strategy Report, the Capital Programme Strategy Statement 2019/20, the Investment Strategy Report 2019/20, the Minimum Revenue Provision Statement 2019/20 and the Treasury Management Strategy Statement 2019/20.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

- A** The following Capital and Treasury Reports be approved:
 - i) The Capital Strategy Report (attached as Appendix A to the report)
 - ii) The Capital Programme Strategy Statement 2019/20 (attached as Appendix B to the report)
 - iii) The Investment Strategy Report 2019/20 (attached as Appendix D to the report)
 - iv) The Minimum Revenue Provision Statement 2019/20 (attached as Appendix E to the report).
- B** The proposed revised Treasury Management Strategy Statement 2019/20 (attached as Appendix C to the report) be approved for implementation with immediate effect.

106. **HOUSING REVENUE ACCOUNT BUSINESS PLAN 2018 - 2048**

Cabinet received a report proposing a formal update of the Council's Housing Revenue Account Business Plan.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

- A** The Housing Revenue Account (HRA) Business Plan, as set out in Appendix A to this report, be approved.
- B** Authority be delegated to the Managing Director, in consultation with the Portfolio Holder for Housing, to make minor amendments to the Plan, if necessary, following consultation.

107. **HOUSING REVENUE ACCOUNT BUDGET 2019/20**

Cabinet received a report which provided a forecast of the outturn budget for the Council's Housing Revenue Account for the current financial year, as well as a proposed budget for 2019/20.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

- A** The rent reductions for individual dwellings as set out in paragraph 30 of this report are approved with effect from 1 April 2019. This equates to an average weekly rent of £89.84 a statutory reduction of one per cent.
- B** Service charges for individual dwellings, as set out in paragraphs 22 to 29 of this report are approved with effect from 1 April 2019 for both tenants and leaseholders. This equates to an average weekly service charge to tenants of £2.49.
- C** Heating charges as set out in paragraphs 31 to 38 of this report are approved with effect from 1 April 2019 for both tenants and leaseholders. Average weekly general needs charges are £9.24 per week (leaseholders £16.09 per week, equivalent) and, for sheltered accommodation, £6.83 per week.
- D** Rents for garages held within the category 'Retain and Invest' as defined in the 'Garages and Hardstanding Improvement Strategy 2015' will increase by five per cent, to £10.16 per week (for a standard garage) and proportionate increases for other garages, car ports and car spaces from 1 April 2019. Rents of garages in other categories will reduce by 20 per cent in order to provide an incentive, as set out in paragraphs 39 and 40 of this report.
- E** Housing related support charges are as set out in paragraphs 17 to 21 and Table 1 are approved for service users with effect from 1 April 2019.
- F** Other charges set out in paragraphs 41 to 43 of this report are approved with effect from 1 April 2019. Note the addition of two new charges from 1 April 2019 for the provision of information to

facilitate Equity Release £30.80 and Re-mortgage work £20.50 (both inclusive of VAT at 20 per cent).

- G** The growth items outlined in paragraph 46 in respect of 2019/20 are approved.
- H** The Housing Revenue Account (HRA) budget (attached as set Appendix A to the report) is approved.
- I** A minimum HRA working balance shall be £4 million as at 31 March 2020, with £2.5 million being the minimum level and with an additional £1.5 million added as an allowance towards any additional expenditure required as a result of the Grenfell Tower Public Inquiry, (as set out in Appendix B of this report) is approved.

108. **GENERAL FUND BUDGET 2019/20**

Cabinet received a report which set out the annual General Fund Budget for the Council. The report included a proposed increase to the Council Tax charge of two per cent.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

- A** The General Fund estimates for 2019/20, as set out in Appendix A to the report, are approved.
- B** The proposed transfers between the General Fund and Earmarked Reserves, referred to in paragraphs 24 to 27 and Table 3 of this report and set out in Appendix C to the report, are approved.
- C** The proposed Fees and Charges, as set out in Appendix E to the report, are approved.
- D** The Pay Policy Statement, as set out in Appendix G to the report, is approved.
- E** The Council's Band D Council Tax for 2019/20 is set at £277.73 representing an increase in Council Tax of two per cent for the forthcoming year.

109. **CAPITAL PROGRAMMES 2018/19 - 2019/20**

The Cabinet received a report on the outturn for 2018/19 and proposed programmes for 2019/20.

Proposed by Councillor Mark Ingall (seconded by Councillor Mike Danvers) it was:

RESOLVED that it was recommended to Full Council that:

Housing Capital Programme

- A** The Housing Capital Programme 2018/19 revised outturn of £19,513,000, as set out in Table 2 of the report is noted.
- B** The Housing Capital programme 2019/20 of £24,044,000, as set out in Table 5 of the report is approved, including £2.7 million of external borrowing to support building council homes.

Non Housing Capital Programme

- C** The revised Non Housing Capital Programme 2018/19 of £11,105,000, as set out in Table 6 of the report is noted.
- D** The Non Housing Capital Programme for 2019/20 £11,156,000 including the Enterprise Zone (EZ) (£5,319,000) and Prentice Place (£2,347,000) as set out in Table 7 of the report is approved.
- E** Internal borrowing is approved to support:
 - i) the Non Housing Capital Core Programme of £9,866,000 up to 31 March 2019, and a further £2,372,000 in 2019/20.
 - ii) in respect of Prentice Place in 2019/20 of £1,755,000.
 - iii) in respect of the EZ in 2018/19 of £5,790,000 and in 2019/20, £5,319,000. This will bring total borrowing over the 3 years from 2017/18 to £13,707,000.

110. **DISCRETIONARY RATE RELIEF POLICY - RETAIL RELIEF**

Cabinet received a report which set out a proposed retail relief policy.

Proposed by Councillor Mike Danvers (seconded by Councillor Mark Ingall) it was:

RESOLVED that it was recommended to Full Council that:

- A** The proposed Retail Relief Policy (attached as Appendix A to the report) be adopted.

111. **DISPOSAL OF LAND ALONG GILDEN WAY TO THE HIGHWAYS AUTHORITY**

Cabinet received a report which sought approval for plans to dispose of land parcels along Gilden Way owned by the Council to the Highways Authority.

Proposed by Councillor John Strachan (seconded by Councillor Danny Purton) it was:

RESOLVED that Cabinet:

- A** Approved plans to dispose of the Council's freehold interest in the various land parcels (attached as Appendix A to the report).
- B** Delegated to the Head of Finance and Deputy to the Managing Director, in consultation with the Portfolio Holder for Regeneration, the authority to negotiate and finalise the terms of the disposal and (subject to being satisfied that it would be for the best consideration reasonably obtainable) thereafter procure the legal completion of the sale documentation and all ancillary documents.

112. **COMMUNICATIONS FROM COMMITTEES/WORKING GROUPS/PARTIES AND PANELS**

None.

113. **MINUTES OF PANELS/WORKING GROUPS**

RESOLVED that the minutes of the following meetings are noted.

- a) Minutes of meeting Thursday, 27 September 2018 of Safety Committee
- b) Minutes of meeting Thursday, 29 November 2018 of Cabinet Overview Working Group

114. **MATTERS OF URGENT BUSINESS**

None.

LEADER OF THE COUNCIL

**CABINET – 24 JANUARY 2019
QUESTIONS FROM THE PUBLIC**

Agenda item 5 refers

1. **Mr David Forman to Councillor Mike Danvers, Portfolio Holder for Resources**

The Council's Medium Term Financial strategy 2019/20 - 2021/22 supplied to tonight's Cabinet meeting, in agenda item 11, includes consideration of the General Fund Budget Parameters as set out in Appendix A.

Contained within these parameters is an item titled 'staff vacancy savings target'. The assumption stated is 2 per cent per annum for the coming years up to April 2022, this assumption being no change from that in February 2018.

Consequently, please state:

- a) How many staff vacancies were not replaced in the previous financial year, the current financial year and the number of full-time equivalent posts this equates to over both of these financial years.
- b) The number of staff vacancies that it is assumed will not be replaced over the next three financial years and the number of full-time equivalent posts this will equate to over each of those financial years.

Reply from Councillor Mike Danvers, Portfolio Holder for Resources

The staff vacancy target" recognises that in any organisation there will be periods when, as a result of factors including resignation and retirement there will be savings generated as a result of posts becoming vacant. The Council recognises this and sets the 2 per cent target to reflect what it considers to be a reasonable level of savings that may be achieved as a result of such occurrences.

The target does not set a figure for the deletion of posts, it is merely a level of realistic savings against the payment of salaries when staff recruitment is undertaken following a vacancy occurring in a service or team. Under normal practice there will be a period for the recruitment itself and in most cases where a successful appointment is made the new member of staff will be required to work out a period of notice with the previous employer all of which results in periods of vacancy (and associated salary savings) against which this target is set. There are no staff vacancies that it is assumed will not be replaced over the next three financial years.

Please turn over

Agenda item 5 refers

The target for 2017/18 and 2018/19 was 2 per cent and the actual saving achieved was 1.5 per cent in 2017/18 and is forecast to be 1.4 per cent in 2018/19

2. **Mr David Forman to Councillor Mike Danvers, Portfolio Holder for Resources**

Further to my previous question, as stated in Appendix A to the Medium Term Financial Strategy, these staff vacancy savings are a 'target'. Therefore, will council management take such measures as are necessary to achieve these targets?

Reply from Councillor Mike Danvers, Portfolio Holder for Resources

As stated in the answer to the previous question, the target is set to reflect what is considered to be a reasonable level of savings caused by transition periods between new and old staff. As a result of this, the Council's management is not taking steps to ensure that the staff vacancy target is met.

Harlow Council Forward Plan

This plan contains all decisions that the Council's Cabinet expects to take over the coming year. Where relevant, each decision has been identified as a Key Decision or as involving consideration in private session.

The definition of a Key Decision is given in Article 12 of the Council's Constitution but is also set out here for clarity.

A 'Key Decision' means a Cabinet/Portfolio Holder decision which is likely:

- a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates. For this purpose, expenditure or savings are deemed to be significant if they exceed £50,000; or
- b) to be significant in terms of its effects on communities living in an area comprising two or more wards in Harlow.

Each decision listed in this Forward Plan has been assigned an exemption status as follows:

Open – members of the press and public are expected to be allowed to attend during consideration of this matter.

Confidential – members of the press and public are expected to be excluded during consideration of this matter. The reasons for this exclusion will be stated in column 5, and relate to a lawful power to exclude the press and public when specific classes of information are being discussed, as contained in the [Local Government Act 1972](#).

A Decision Notice for each Key Decision is published within five days of it being made. Decision Notices and documents to be considered by decision makers are open for inspection on the Council's website www.harlow.gov.uk and at the Civic Centre, The Water Gardens, Harlow, CM20 1WG. Representations on an upcoming key decision can be made by writing to the Managing Director, using the address above.

The current members of the Cabinet are as listed on the Council's website at the following page <http://moderngov.harlow.gov.uk/mgCommitteeDetails.aspx?ID=121>

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I009 542	Transport Strategy	Cabinet	28 Feb 2019	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton) Andrew Bramidge
I008 580	Joint Finance and Performance Report, Quarter 3 2018/19	Cabinet	28 Mar 2019	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers) Simon Freeman
I008 581	Housing Revenue Account, Quarter 3 Finance Report 2018/19	Cabinet	28 Mar 2019	Key decision: No Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Housing (Councillor Mark Wilkinson), Portfolio Holder for Resources (Councillor Mike Danvers) Simon Freeman, Andrew Murray

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
1008 582	Capital Programmes, Quarter 3 Finance Report 2018/19	Cabinet	28 Mar 2019	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers), Deputy Leader and Portfolio Holder for Housing (Councillor Mark Wilkinson) Andrew Murray, Simon Freeman
1007 560	Town Centre Area Action Plan - Approval of Regulation 19 Consultation	Cabinet	28 Mar 2019 Toddbrook; Little Parndon and Hare Street; Netteswell	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Regeneration (Councillor John Strachan) Jane Greer, Andrew Bramidge
1009 889	Public Space Protection Order for Town Centre	Cabinet	28 Mar 2019 Toddbrook	Key decision: No Likely exemption status: Open	Officer's report	Portfolio Holder for Community and Wellbeing (Councillor Eugenie Harvey) Jane Greer

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I009 744	HTS (Property and Environment) Ltd Contract Awards 2019/20	Cabinet	28 Mar 2019	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Housing (Councillor Mark Wilkinson) Andrew Murray
I009 104	Homelessness Strategy	Cabinet	28 Mar 2019	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Housing (Councillor Mark Wilkinson) Andrew Murray
I008 583	Debt Write Offs	Cabinet	28 Mar 2019	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Resources (Councillor Mike Danvers) Simon Freeman

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I009 915	Review of the Impact of Permitted Development	Cabinet	28 Mar 2019 Great Parndon; Little Parndon and Hare Street; Mark Hall; Netteswell	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Regeneration (Councillor John Strachan) Jane Greer
I009 924	Community Engagement Strategy	Cabinet	28 Mar 2019 Subject to OWG approval	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Community and Wellbeing (Councillor Eugenie Harvey) Jane Greer
I008 604	Revision of London Road North Enterprise Zone Local Development Order	Cabinet	Jun 2019 (date of meeting to be confirmed) Old Harlow	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton), Portfolio Holder for Economic Growth (Councillor Emma Toal) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I009 896	HTS (Property and Environment) Ltd Contract Award - Harlow Science Park Management	Cabinet	Jun 2019 (date of meeting to be confirmed) Old Harlow	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Economic Growth (Councillor Emma Toal) Andrew Bramidge
I009 897	Award of Telecoms Management Contract at Harlow Science Park	Cabinet	Jun 2019 (date of meeting to be confirmed) Old Harlow	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Economic Growth (Councillor Emma Toal) Andrew Bramidge
I007 561	Town Centre Area Action Plan - Submission to Planning Inspectorate for Examination Under Regulation 22	Cabinet	Sep 2019 (date of meeting to be confirmed) Toddbrook; Little Parndon and Hare Street; Netteswell	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Regeneration (Councillor John Strachan) Andrew Bramidge, Jane Greer

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I009 742	Contract Award for External Refurbishment Works (SME's) for Risdens, Longfields and Pyttfield	Cabinet	To be confirmed Staple Tye	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Housing (Councillor Mark Wilkinson) Andrew Murray
I009 743	Business Case for Property Conversion for Sumners Farm Close	Cabinet	To be confirmed Sumners and Kingsmoor	Key decision: Yes Likely exemption status: Open	Officer's report	Deputy Leader and Portfolio Holder for Housing (Councillor Mark Wilkinson) Andrew Murray
I009 571	Epping Forest SAC Mitigation Strategy	Cabinet	To be confirmed	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton) Andrew Bramidge

Ref.	Decision title	Decision Maker	Expected Date of Decision and Ward(s) affected	Key Decision and private consideration status	Documents to be considered by decision maker	Portfolio Holder and Lead Officer
I009 572	Stewardship Arrangements	Cabinet	To be confirmed	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton) Andrew Bramidge
I009 573	East Harlow Strategic Masterplan	Cabinet	To be confirmed	Key decision: Yes Likely exemption status: Open	Officer's report	Portfolio Holder for Environment (Councillor Danny Purton) Andrew Bramidge

PORTFOLIO HOLDERS DECISION NOTICE

11 February 2019

(Published 11 February 2019)

This document lists the decision taken by the Deputy Leader and Portfolio Holder for Housing on 11 February 2019.

A decision may be implemented with immediate effect, unless it is eligible for call-in as identified below, whereupon a decision will not be implemented until five working days have elapsed.

Decision Taker	Decision	Reasons for Decision	Any Options Rejected	Declared Conflict of Interest?	Eligible for Call-In?
Deputy Leader and Portfolio Holder for Housing Councillor Mark Wilkinson	<u>Annual Report to Tenants and Leaseholders 2017/18</u> Approval is given to the publication of Harlow Council's Draft Annual Report to Tenants and Leaseholders 2017/18 (attached as Appendix A to the report).	The Council is required to publish an annual report to its Tenants and Leaseholders each year as part of Housing regulatory requirements.	None.	None.	Yes

PORTFOLIO HOLDERS DECISION NOTICE

18 February 2019

(Published 18 February 2019)

This document lists the decision taken by the Leader of the Council on 18 February 2019.

A decision may be implemented with immediate effect, unless it is eligible for call-in as identified below, whereupon a decision will not be implemented until five working days have elapsed.

Decision Taker	Decision	Reasons for Decision	Any Options Rejected	Declared Conflict of Interest?	Eligible for Call-In?
Leader of the Council Councillor Mark Ingall	<u>Changes to the Constitution of the Police, Fire and Crime Panel for Essex</u> A The Panel arrangements (attached as Appendix A to the report) be agreed. B It is noted that the rules of procedure (attached as Appendix A to the report) will be adopted by the Panel and do not form part of the Panel Arrangements.	A To enable the Police, Fire and Crime Panel for Essex to adopt the changes to its Constitution.	None	None	Yes

REPORT TO: CABINET

DATE: 28 FEBRUARY 2019

TITLE: HARLOW AND GILSTON GARDEN TOWN
TRANSPORT STRATEGY

PORTFOLIO HOLDER: COUNCILLOR DANNY PURTON, PORTFOLIO
HOLDER FOR ENVIRONMENT

LEAD OFFICER: ANDREW BRAMIDGE, PROJECT DIRECTOR –
ENTERPRISE ZONE AND INTERIM HEAD OF
PLANNING (01279) 446410

This is a Key Decision
It is on the Forward Plan as Decision Number I009542
Call-in Procedures may apply
This decision will affect all wards.

RECOMMENDED that:

- A** The draft Harlow and Gilston Garden Town Transport Strategy, attached as Appendix A to this report, be published for a six week period of public consultation following the May elections.
- B** It is noted, that following consultation and any subsequent revisions to the document, it is intended that the final Transport Strategy will be agreed as a material planning consideration for the preparation of masterplans, the preparation of the Gilston Area Charter, pre-application advice, assessing planning applications and any other development management purposes.

REASON FOR DECISION

- A** The Harlow and Gilston Garden Town Board has approved in principle the Transport Strategy included as Appendix A to this report. This is subject to ratification by East Hertfordshire District Council, Epping Forest District Council and Harlow Council that the document be adopted as a material planning consideration for strategic sites within the Garden Town area.

BACKGROUND

1. Members will recall that an update on the Harlow and Gilston Garden Town was provided in September 2017. Since this time work has commenced on a number of different workstreams. This report is focussed specifically on transport strategy work that AECOM were commissioned to undertake in May 2018, working with the Councils across the Garden Town area.

2. Transport has a critical role to play in facilitating housing and employment growth. The housing growth planned for the Garden Town will also have an associated increase in travel demand. The Town and Country Planning Association (TCPA)'s Garden City principles state that Garden Cities, or in this case, the Garden Town, will incorporate "integrated and accessible transport systems, with walking, cycling and public transport designed to be the most attractive forms of local transport".
3. The Vision for the Garden Town also states that the Garden Town will be sustainable and will include "a fully integrated public transport network that connects within and beyond the Garden Town" and will be "a place where people are inspired to work locally and encouraged to travel actively". It is for these reasons that it was considered critical that a Transport Strategy was prepared for the Garden Town.
4. The Transport Strategy is intended to be a high level document which sets out the key aims, objectives and principles in relation to movement, travel and transport in and around the Garden Town. A copy of the Transport Strategy is attached as Appendix A.

ISSUES/PROPOSALS

5. Planned significant housing growth will fuel an increase in travel demand. Economic growth is a national priority and will be needed to provide employment for the growing population. Transport also has a critical role to play in facilitating housing and employment growth. However, we cannot simply build more road capacity to accommodate this growth.
6. With increasing travel demand, continued reliance on high levels of single occupancy car use will result in worsening congestion which will constrain growth. Meeting this demand through significant increases in highway capacity will be expensive to deliver, will displace congestion to other locations, and will have significant adverse environmental impacts. Experience shows that new road capacity will soon be filled by additional trips reducing the initial benefits of investment.
7. Achieving a change in travel behaviours, including reducing the need to travel, and focusing on active travel modes (such as walking and cycling), will help facilitate sustainable growth and have wider social benefits, such as addressing health concerns.
8. Transport and travel is rapidly evolving and new transport services need to be flexible and adaptable to changing technology, such as real time travel information and electric vehicles.
9. Public transport will also need to be adaptable to changing market conditions and demands, such as possible longer-term conversion to Rapid Transport Systems (segregated light rail or guided systems such as electric tram or metro

systems) or Bus Rapid Transport (high quality, high frequency bus-based equivalent), together with integration between modes and more demand responsive transport.

10. The Transport Strategy sets out guidance that will assist the Councils, developers and transport providers to consider and plan for how the Harlow and Gilston Garden Town will achieve the challenge of future travel demand linked to planned growth. The Transport Strategy has been prepared to deliver the Harlow and Gilston Garden Town Vision through identifying measures to reduce the need to travel, whilst recognising that travel will continue to be important in our daily lives.
11. The Transport Strategy sets out three key objectives to:
 - a) Achieve a target where 60 per cent of all journeys within the new Garden Town Communities, and 50 per cent of all journeys across Harlow, will be undertaken by sustainable modes (including walking, cycling and public transport). East Herts Council, Harlow Council and Epping Forest District Council are collectively allocating new neighbourhoods to the east, west and south and new villages to the north of Harlow as new communities within the Harlow and Gilston Garden Town. Currently 34 per cent of travel within the town is by sustainable modes (as set out in page six of the Transport Strategy).
 - b) Ensure mobility options are based on a hierarchy of importance:
 - i) Reduce the need to travel
 - ii) Walking and cycling
 - iii) Public transport
 - iv) Private vehicles
 - c) Support and encourage a culture of active and sustainable travel ensuring all journeys will be efficient and safe.
12. The planned housing and economic growth for the Garden Town provides a once in a lifetime opportunity to deliver a step-change in travel behaviour. Ensuring that transport infrastructure and services can adapt to new technologies, innovative new service models and changing habits is fundamental to ensure long term benefits for the Garden Town.
13. The Transport Strategy sets out existing movement challenges and seeks to maximise opportunities in order to create an attractive sustainable transportation network which benefits all members of the community. The Garden Town is well placed to provide a healthy and well connected environment for existing and future residents and workers, and there is already good infrastructure in place to improve upon.

14. To maximise opportunities, the Strategy sets out a series of actions as follows:
 - a) Action 1 – Reducing the need to travel
 - b) Action 2 – Making better use of existing infrastructure
 - c) Action 3 – Supporting and encouraging a culture of active and sustainable travel
 - d) Action 4 – Sustainable transport corridors
 - e) Action 5 – Supporting walking and cycling
 - f) Action 6 – Public transport
 - g) Action 7 – Infrastructure for road based travel
 - h) Action 8 – Anticipating change
15. The Transport Strategy has undergone a significant amount of scrutiny during its preparation to ensure that it is fit for purpose. In particular, a draft of the Transport Strategy was reviewed by the Garden Town Quality Review Panel (QRP) on 11 October 2018. The Panel's report is attached for reference as Appendix B.
16. The Panel felt that the strategy provides a good high level statement of intent that is readable and ambitious. The Panel felt however that greater clarity around aims, objectives and actions was required. The final draft Transport Strategy takes account of a number of the Panel's comments. Other more detailed points will be addressed through the next stages of work and the Panel has offered its continuing advice.
17. It is proposed that the Transport Strategy is published for a six week period of public consultation following the May elections. It is anticipated that consultation will include staffed exhibitions, as well as an online response form/questionnaire. Consultation arrangements will be put in place over the coming months and will be advertised ahead of the consultation.
18. It is proposed that following public consultation, the final Transport Strategy will be presented to a Garden Town Board meeting in Autumn 2019 and it will then be given final formal approval by the partner local planning authorities, through their formal decision making processes. It is anticipated that the final Transport Strategy will be presented to Cabinet for approval at the end of 2019.
19. Members are also requested to note the intention that the final Transport Strategy will be agreed as a material planning consideration for the preparation of masterplans, the preparation of the Gilston Area Charter, pre-application advice, assessing planning applications and any other development management purposes. This will help to ensure that development proposals will achieve Garden Town ambitions, and that clear parameters are established for

future masterplanning and consideration of planning applications across the Garden Town in relation to movement, travel and transport. Prior to and following final adoption of the Strategy, the Local Plan policies for each of the District Councils, along with the transport policies of the County Councils will continue to be used to shape and assess development proposals.

20. The Transport Strategy will ensure a unified approach to the delivery of the Garden Town, as set out in the respective Local Plans and the Vision for the Garden Town. It provides an opportunity to support a pattern of development that minimises the need for travel, minimises journey lengths, encourages sustainable active travel, and enables accessibility for all members of the community.

21. Next steps include:

- a) Ensuring the Transport Strategy is considered when preparing masterplans or guidance for development across the Garden Town
- b) Securing infrastructure funding , initially in the form of £151 million from the Housing and Infrastructure Fund through a bid to Homes England
- c) Securing developer funding for infrastructure
- d) Developing a delivery plan to produce a detailed programme for delivery of the actions set out in the Transport Strategy.

IMPLICATIONS

Place (Includes Sustainability)

The development of the Transport Strategy will be an essential element of the delivery of the Harlow & Gilston Garden Town. The approval of planning applications for the development of new housing across the Garden Town Strategic Sites will, in part, be dependent upon, the developer's ability to achieve the ambitions set out in the Transport Strategy.

Author: Andrew Bramidge, Project Director – Enterprise Zone and Interim Head of Planning

Finance (Includes ICT)

There are currently no direct financial implications arising from the recommendations contained within the report.

Author: Simon Freeman, Head of Finance and Deputy to the Managing Director

Housing

As outlined in the report.

Author: Andrew Murray, Head of Housing

Community Wellbeing (Includes Equalities and Social Inclusion)

The development of the Transport Strategy is an essential element of the delivery of the Harlow & Gilston Garden Town (HGGT). The HGGT will play a key part in ensuring the regeneration of Harlow.

Author: Jane Greer, Head of Community Wellbeing

Governance (Includes HR)

As set out in the report

Author: Simon Hill, Head of Governance

Appendices

Appendix A – Transport Strategy

Appendix B – QRP Transport Strategy Report

Background Papers

None.

Glossary of terms/abbreviations used

TCPA – Town and Country Planning Association

QRP – Quality Review Panel

HARLOW

**Harlow and Gilston
Garden Town**
Transport Strategy

DRAFT FOR CONSULTATION 2019

INTRODUCTION

Welcome to Harlow and Gilston Garden Town

1.1 Harlow and Gilston was designated as a Garden Town in 2017, with East Herts, Epping Forest and Harlow District Councils, and Essex and Hertfordshire County Councils working together to deliver new and support existing communities in and around Harlow. Growth in the Garden Town is being planned to deliver at least 23,000 new homes following Garden City principles.

1.2 At least 16,500 homes will be built in new communities to the north (Gilston Area), south (Latton Priory), east (East of Harlow) and west (Water Lane) of Harlow (collectively referred to as the new Garden Communities). Employment clusters and job growth will be dispersed throughout the Garden Town, including in the town centre, Enterprise Zone sites and employment areas as well as in the new communities.

1.3 Harlow New Town includes a number of distinct neighbourhoods and employment areas separated by open spaces. The Gilston Area to the north of the River Stort includes a number of existing villages whilst the areas to the west, south and east of Harlow are predominantly rural in character. These new Garden Communities together with the existing New Town form the Harlow and Gilston Garden Town (HGTT).

1.4 To prepare for this, the three District Councils are producing their Local Plans which set out the allocations and policies for delivering and managing growth and change across the Garden Town both within the new Garden Communities and existing urban areas, and the social and physical infrastructure needed. Working with stakeholders and the community the District and County Councils have jointly prepared a Vision for the Garden Town which is set out in the Harlow and Gilston Spatial Vision document.

“Growing the pioneering New Town of Gibberd and Kao into a Garden Town of enterprise, health and sculpture at the heart of the UK Innovation Corridor. Harlow and Gilston will be a joyful place to live with sociable streets and green spaces; local centres accessible by walking and cycling; and innovative, affordable public transport. It will set the agenda for sustainable living. It will be adaptable, healthy, sustainable and innovative.”

Why does HGGT need a transport strategy?

1.5 Planned significant housing growth will fuel an increase in travel demand. Economic growth is a national priority and will be needed to provide employment for the growing population. Transport has a critical role to play in facilitating housing and employment growth. **We cannot simply build more road capacity to accommodate this growth.**

1.6 With increasing travel demand, continued reliance on high levels of single occupancy car use will result in worsening congestion which will constrain growth. Meeting this demand through significant increases in highway capacity will be expensive to deliver, will displace congestion to other locations, and will have significant adverse environmental impacts. Experience shows that new road capacity will soon be filled by additional trips reducing the initial benefits of investment.

1.7 Achieving a change in travel behaviours, including reducing the need to travel, and focusing travel on active travel modes, will help facilitate sustainable growth and has wider social benefits, such as addressing current health concerns in the community.

1.8 Transport and travel is rapidly evolving and any existing and new transport services need to be flexible and adaptable to changing technology, such as Mobility as a Service (a shift away from personally owned modes of transport towards a consumer door-to-door service), real time travel information and electric and autonomous vehicles.

1.9 Public transport will also need to be adaptable to changing market conditions and demands, such as possible longer-term conversion to Rapid Transit Systems (segregated light-rail or guided systems such as electric tram or metro systems) or Bus Rapid Transit (high quality, high frequency bus-based equivalent), integration between modes and more demand-responsive transport.

1.10 This Transport Strategy sets out how HGGT will achieve the challenge of future travel demand linked to planned growth.



Meeting future transport needs

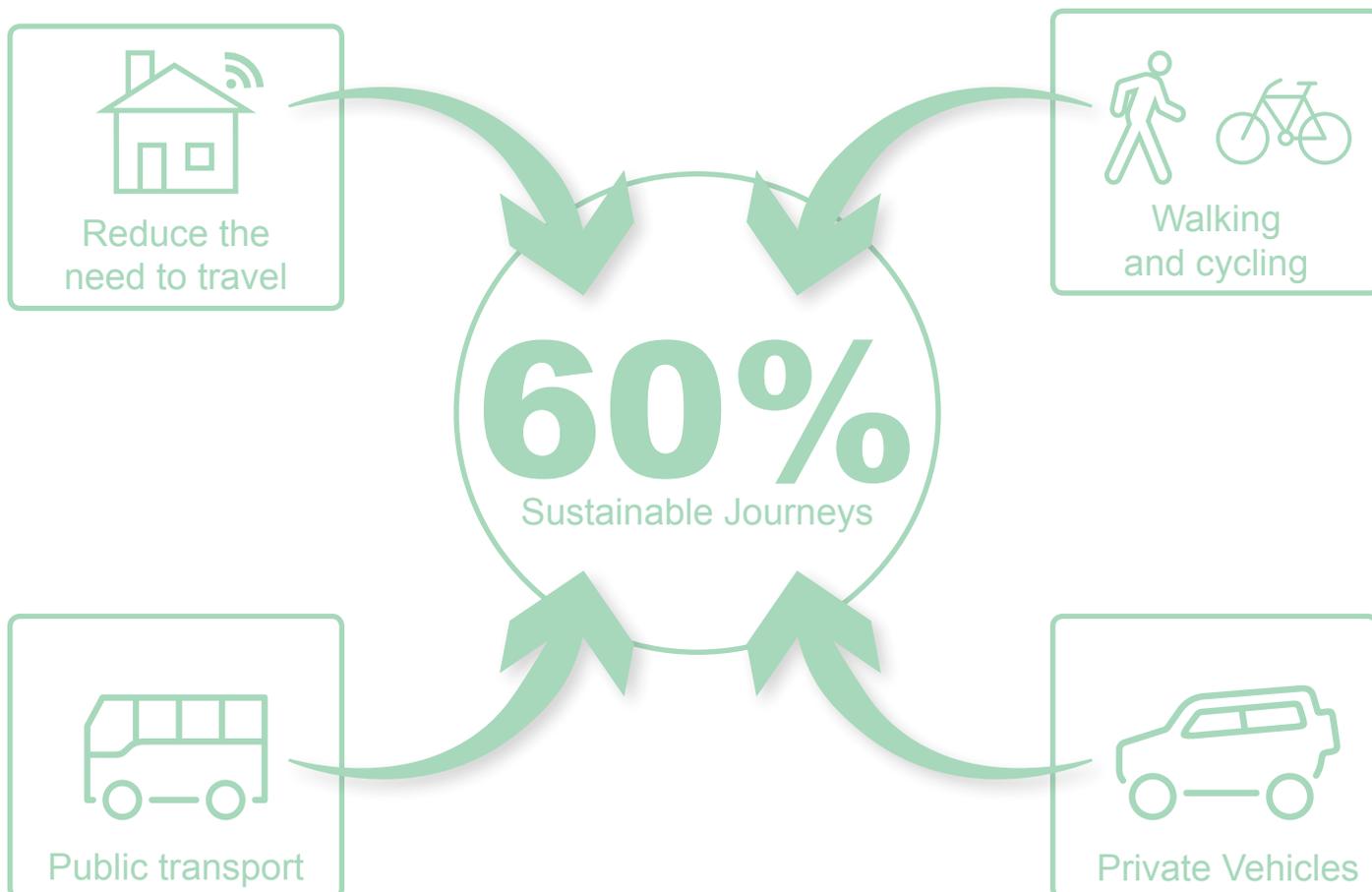
1.11 This Transport Strategy has been prepared to help deliver the Vision and principles through identifying measures to reduce the need for travel, whilst recognising that travel will continue to be important in our daily lives.

1.12 The Strategy sets out three objectives:

- 1 Achieve a target where 60% of all journeys within the new Garden Town Communities, and 50% of all journeys across Harlow, will be undertaken by sustainable modes.
- 2 Mobility options will be based on a hierarchy of importance:
 - i) Reduce the need to travel
 - ii) Walking and cycling
 - iii) Public transport
 - iv) Private vehicles
- 3 Support and encourage a culture of active and sustainable travel ensuring all journeys will be efficient and safe.

1.13 The planned housing and economic growth for the Garden Town provides a once-in-a-lifetime opportunity to deliver a step-change in travel behaviour. Appropriate transport infrastructure and services will also be needed to deliver our growth aspirations in accordance with the Vision. Ensuring that transport infrastructure and services can adapt to new technologies, innovative new service models and changing habits is fundamental to ensure this investment has long term benefits for the whole of the Garden Town.

1.14 Local Plan policies and allocations for each of the District Councils, and the transport policies of the County Councils will continue to be used to shape and assess development proposals. The Garden Town Vision and Design Charter and this Transport Strategy will be material planning considerations in this process ensuring that development across the Garden Town is of a consistent high quality and is delivered in a co-ordinated and sustainable way.



CHALLENGES AND OPPORTUNITIES

Existing movement challenges

2.1 The HGGT will deliver significant growth, bringing together established and new communities as a fully integrated Garden Town.

2.2 Harlow is used to growth. It was originally established under the New Towns Act of 1946, and was organised as a series of neighbourhoods surrounding the existing older community of Old Harlow, which remains village-like with a distinct character including many listed buildings.

2.3 The new communities which form an integral part of the Garden Town will be delivered as a series of distinct new communities linked to the wider Garden Town and neighbouring settlements.

2.4 Travelling to Harlow 83% of people drive and a high number of trips have their origin in Bishop's Stortford and Epping Forest. Only 11% of these trips are by sustainable modes.

2.5 From Harlow 22% of all trips are made by sustainable modes double that of inbound trips, reflecting train trips to London for work.

2.6 Within Harlow there is good accessibility by all modes, with town-wide bus services and bus priority on some routes, extensive segregated footways and cycleways and a pedestrianised town centre. Currently, 34% of travel within the town is by sustainable modes, an excellent foundation on which to build to achieve our ambition of 60% of all journeys within the new Garden Town Communities, and 50% of all journeys across Harlow, to be undertaken by sustainable modes.

2.7 Some of the key movement challenges by mode are shown in the following table, together with the opportunities they provide for HGGT going forward.

Mode	Current Position	Opportunities
Flexible working 	<ul style="list-style-type: none"> 6.9% of the working population works at or mainly from home 	<ul style="list-style-type: none"> “Better Digital” – delivery of superfast broadband and 5G to support increased home and flexible working.
Walking and cycling  	<ul style="list-style-type: none"> Harlow has a reasonably good walking and cycling network and 16% of the resident population walks or cycles to work. Some parts of the town are not well served by the network, including the more recent growth areas, and links to neighbouring settlements and villages are limited. There are missing links, outdated facilities and severance caused by existing roads. The proportion of residents who walk or cycle for any purpose was 89% (East Herts), 87% (Epping Forest), and 84% (Harlow) vs. 87% (UK) in 2014/15 in spite of the availability of relatively good walking and cycling network. 	<ul style="list-style-type: none"> Update the existing pedestrian and cycle network and fill in its gaps, reduce conflicts with motorised vehicles, and make best use of Green Wedges for increased commuting and leisure walking and cycling trips. Provide walking and cycling routes that interconnect the new communities where practicable. “Sustainable Transport Corridors” – provide a framework of key north-south and east-west public transport, walking and cycling routes. Expand the existing River Stort crossing and provide a new River Stort crossing to improve connections with the Gilston Area.
Bus 	<ul style="list-style-type: none"> Harlow has a comprehensive local bus network, with around 40 daytime bus routes, run by six operators. Buses provide accessible transport options for all and help keep the network moving. Most services travel to the bus station so bus journeys to the key employment and retail sites on the periphery of the town often require an intermediate change of buses. Services are very limited to neighbouring settlements such as Epping and Bishop’s Stortford. 	<ul style="list-style-type: none"> “Sustainable Transport Corridors” – provide a framework of key north-south and east-west public transport, walking and cycling routes. More direct, frequent and integrated public transport services to a range of destinations. Review options for a Park and Ride facility which links to a Mass Rapid Transit system. Explore innovation within bus provision such as “on-demand services”. Further bus priority building on the existing network would reduce delays and congestion in the peak periods.

Mode	Current Position	Opportunities
Rail 	<ul style="list-style-type: none"> The location of the rail stations on the northern edge of Harlow are quite distant for parts of the town and the proposed Garden Town Communities. Rail stations are located on the edge of the town and access to the town centre from the main station by foot is not easy. 	<ul style="list-style-type: none"> Improve rail stations and services on the West Anglia Main Line and lobby for the benefits of four tracking and Crossrail 2 at Broxbourne. Improve sustainable routes to the town centre from the station and reduce severance. Improve wayfinding
Road 	<ul style="list-style-type: none"> Harlow is connected to the Strategic Road Network at M11 J7 and Harlow is sometimes considered as a through route to access this junction. A new motorway junction J7a will be constructed to the north east of the town. Parts of the network, particularly the A414, are reaching, or are over, capacity during peak periods, constraining access to Harlow potentially stifling growth. The A414 presently provides the principal crossing over the River Stort and railway line connecting the original Harlow New Town with the Gilston Area and has very limited walking and cycling provision, no bus priority and presently suffers from peak period congestion. Private vehicle trips represent a high mode share of current commuter trips, with 75% travel by car or van, higher than the 69% national average. Widespread availability of affordable and privately controlled parking provision throughout the town encourages private vehicle trips as the easy choice. Increasing congestion will worsen air quality. Many new and existing residents of the new Garden Communities may have established, or bring with them, behaviours of car use based upon their current opportunities. 	<ul style="list-style-type: none"> “Better Digital” – delivery of superfast broadband and 5G to support home and flexible working. “Sustainable Transport Corridors” – provide a framework of key north-south and east-west public transport, walking and cycling routes. Expand the existing River Stort crossing and provide a new River Stort crossing to improve connections with the Gilston Area. Undertake improvements to the A414, completion of M11 J7a in 2022/23 and schemes identified in the Memorandum of Understanding on Highways & Transportation Infrastructure for the West Essex / East Hertfordshire area. Review options for the implementation of a Workplace Parking Levy. Review options for a Park and Ride facility which links to a Mass Rapid Transit system.

Maximising opportunities

2.8 HGGT is well placed to provide a healthy and well-connected environment for existing residents and workers and for future growth. There is already good transport infrastructure in place to improve upon in order to deliver the target of 60% of all journeys within the new Garden Town Communities, and 50% of all journeys across Harlow, to be undertaken by sustainable modes.

2.9 HGGT, as part of the London – Stansted – Cambridge growth corridor, is recognised as a key development area within what is termed the UK Innovation Corridor, and there is opportunity within this corridor to link residents to jobs, ranging through high-tech digital and bio-medical to logistical, resource recovery, aeronautical and food manufacturing industries.

2.10 To support growth, the proposals in this strategy include transformational change across the Garden Town to, firstly reduce the need to travel, then make sustainable modes the preferred choice of transport, at the same time reducing distances travelled.

2.11 The technology sector is exciting and offers an opportunity for HGGT to be a leader in both development and adoption.

2.12 Examples include:

- The growth in the science, technology, engineering and digital industries at the Harlow Enterprise Zone.

- The arrival of Public Health England in the town and the potential re-provision of Princess Alexandra Hospital, helping to promote healthy living.
- The University of Hertfordshire Centre for Sustainable Communities and the presence of Harlow College and Anglia Ruskin University.
- Links with Transport Systems Catapult in Milton Keynes.

2.13 With such partners, HGGT has the potential to realise opportunities and test technological and socially innovative mobility solutions which enhance the physical and social wellbeing of residents, workers and visitors.

2.14 Examples include:

- Trials of autonomous and connected vehicles.
- Mobility as a Service (MaaS) and advanced Rapid Transit options (bus or rail) potentially delivering a significant shift from car ownership.
- Promoting active forms of travel for physical and mental health.

2.15 The challenge lies in drawing all of these opportunities together in order to create a seamless and attractive sustainable transportation network and services which maximise infrastructure investments and benefits all members of the community.

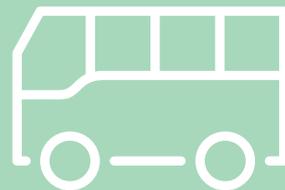


OBJECTIVES

Our objectives for mobility in the Garden Town

Objective 1 – Modal Split

50% of all journeys across Harlow will be made by active and sustainable modes...



...and this target rises to of all journeys within the new communities

60%

3.1 Why have we set these sustainable mode share targets? The transport network is under a lot of stress now, even without growth in housing and jobs which will create more demand for travel and more pressure on the transport network. Without behavioural change, as planned growth takes place not only in the Garden Town, but nationwide, this pressure will continue to increase with adverse impacts on the economy, productivity and on public health. The HGGT growth aspiration offers us the opportunity to address these problems head-on and provide a new approach to mobility that can support growth without detriment to wider society. Our targets will help us to deliver sustainable growth and regeneration, and mitigate against some of the adverse impacts of growth both now and in the future across HGGT.

3.2 The Vision for HGGT is challenging but, as the previous section has shown, HGGT has good foundations in place on which to build to deliver this.

3.3 The 60% modal shift for the Garden Town Communities should be achievable from the outset or as early as possible in the new developments. The 50% target across the wider area will be delivered as infrastructure and measures are put in place to enable the shift to sustainable modes

Objective 2 – Transport Hierarchy

3.4 To deliver the Vision HGGT will plan and deliver transport interventions and services for the whole town against the following hierarchy:

- Reduce the need to travel
- Walking and cycling
- Public transport
- Private vehicles

3.5 Achieving this will benefit members of society within the Garden Town.

3.6 For the individual travelling actively, the health benefits can be extensive, whilst the community will benefit from the reduced pressure on demand for health care services.

Transport is a major source of air pollution, with poor air quality a serious threat to health. Reducing the number of vehicles, and reducing the emissions from those remaining will have significant impact on the reduction of the most harmful emissions, which include carbon dioxide and nitrogen oxide, and particulates.

At the same time the reduction in the consumption of fuels will combine to enhance our local and global environment.

Objective 3 – Support and encourage a culture of active and sustainable travel

3.7 Careful planning of the built and natural environment will enable and encourage physical activity and active lifestyles. It starts with policy

and planning, and place-making and home design, and providing local centres that can reduce journey lengths and provide a degree of self-sufficiency for everyday activities such as school, convenience shopping, health and community facilities, recreation and open spaces. For instance, digital technology is reducing the need for travel through increasing the option for people to work from home. Local co-working spaces can further reduce travel by recognising that people may still prefer to retain a work environment but might not necessarily need to be at their place of work every day.

3.8 Existing and new HGGT communities will be supported by sustainable movement corridors providing high quality networks for walking, cycling and public transport. These will be linked to key places of employment, the bus station and rail network, enabling seamless and multi-modal sustainable connections with destinations within HGGT and beyond.

3.9 The delivery of high quality infrastructure across the Garden Town in order to make sustainable travel more attractive, more convenient and intuitive to use for almost every journey instead of the private car, will support the delivery of our Vision.

3.10 A rebalancing of funding from provision of additional road capacity to delivery of sustainable interventions will take place.

3.11 How we intend to deliver these objectives is presented in the rest of this document.



Most Sustainable



Least Sustainable

ACTION PLAN

Introduction

4.1 The Transport Strategy recognises the need to deliver transformational change, not only to reduce the need to travel, but to make sustainable modes a first choice for travel for most journeys for most people. It is also about ensuring that movement corridors are as effective as possible in bringing communities together, providing leisure opportunities and enhancing lives throughout HGGT.

Action 1 – Reducing the need to travel

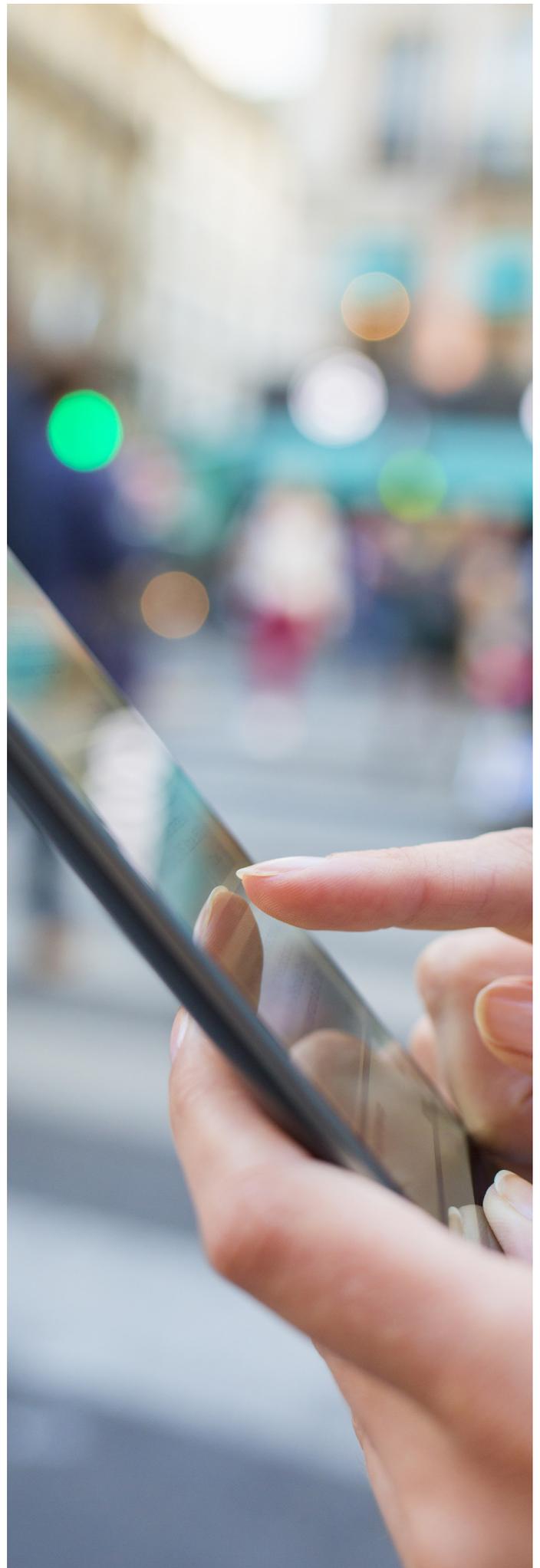
4.2 Reducing the need to travel means reducing the number, or length, of journeys or both. It does not mean reducing the freedom or ability to travel. The benefits of reducing the need to travel have a close bearing on our everyday lives. The HGGT will support reducing the need to travel through:

- a) Facilitating remote and flexible working technologies and practices to enable a better work life balance for residents;
- b) Facilitating shorter (and more active) journeys by improving sustainable interconnectivity;
- c) Encouraging vibrant town and neighbourhood centres offering a wide range of local services and amenities; and
- d) Providing opportunities to live and work within the same community to reduce travel distances.

Action 2 – Making better use of existing infrastructure

4.3 The HGGT recognises the value of existing transport infrastructure assets such as footways, cycleways, roads, lighting, traffic signals and signage. The HGGT will support activities to make better use of this infrastructure through:

- a) Education, training and marketing activities to ensure residents are aware of non-car options available to them, particularly for short journeys;
- b) Provision of data through apps to ensure travellers are informed about their travel options and use the most efficient mode for each journey;
- c) Identifying pinch points, severance issues, or movement conflicts across the network and delivering schemes or enhancements which benefit users;
- d) Reviewing and improving signage and visibility; and
- e) Effective maintenance management to maximise asset longevity and user experience.



Action 3 – Supporting and encouraging a culture of active and sustainable travel

4.4 The HGGT will support and actively encourage a culture of multi-modal mobility where people are inspired and motivated to travel actively and sustainably by:

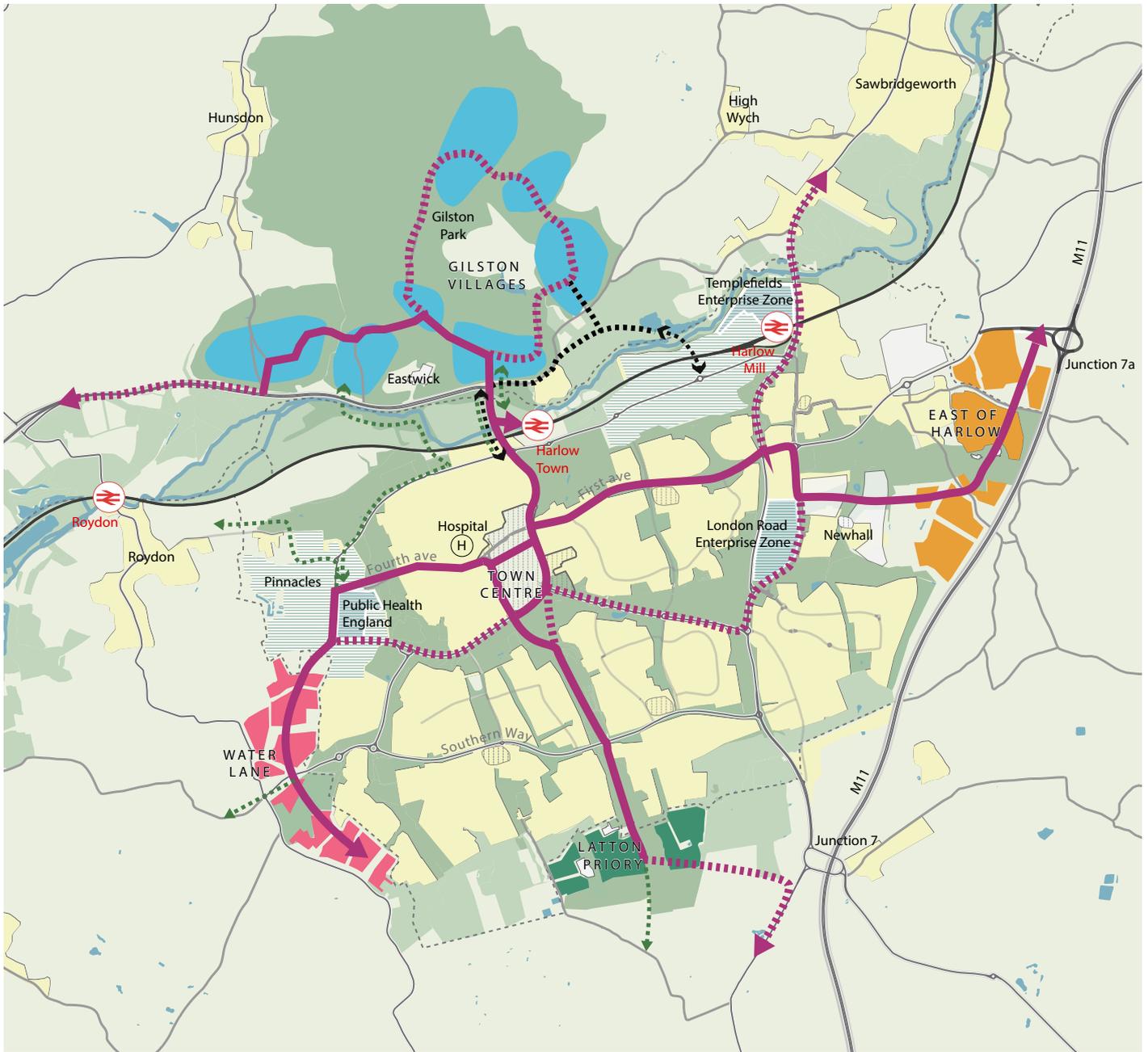
- a) Promoting a culture where sustainable transport choices and active travel lifestyles are the norm, reflecting the hierarchy presented in Objective 2;
- b) Identifying and enhancing principal sustainable movement corridors, both within and beyond HGGT, which connect housing with key destinations for work, education, healthcare, leisure and recreation;
- c) Providing direct, high quality links which make walking, cycling and public transport the easy, attractive, affordable and safe options for most journeys;
- d) Provision of segregated facilities on key routes should be sought to enhance safety for respective users;
- e) Corridors running along existing roads can be expected to accommodate high quality bus / Rapid Transit services;
- f) Providing very high quality interchange facilities which enhance user experience, network transparency and the opportunity for interchange between modes. Co-location with retail, leisure, employment or community uses should be encouraged;
- g) Masterplans and planning proposals should reflect the objectives of the Transport Strategy and will be expected to demonstrate how they have incorporated Active Design into proposals which promote physical activity and active lifestyles through the built and natural environment;
- h) New development should incorporate the movement hierarchy as a first principle. Development should seamlessly incorporate sustainable travel opportunities and infrastructure;
- i) Applications for new development or change will be expected to consider its interaction with the wider transport context and may be required to participate in, and contribute to, wider collaborative proposals to facilitate overall sustainable travel delivery;
- j) Travel Plans will be required for all development within the HGGT set against the HGGT Travel Plan which will form the basis of expectations for the site, in accordance with the requirements of the National Planning Policy Framework (NPPF), County or District Policies or HGGT guidance;
- k) There will be an ongoing, consistent educational and promotional campaign to engage and develop partnerships with the community to influence travel behaviours to create a culture of sustainable and active travel and challenge perceived safety (personal security) concerns; and
- l) Develop and exploit a unified brand for presenting and promoting transport in HGGT.

Action 4 – Sustainable Transport Corridors

Enhancing opportunities for sustainable, active travel

4.5 HGGT provides a significant opportunity to build on Harlow's foundation as New Town, using its distinctive spatial layout incorporating many open spaces and an extensive network for walking and cycling. These valued spaces and Green Wedges are to be protected and enhanced and should facilitate sustainable mobility through the creation of Sustainable Transport Corridors.

4.6 These corridors will provide the high quality sustainable connectivity between the existing and new communities and key destinations. The Sustainable Transport Corridors will fully integrate with a network of public and active travel mode routes, with town-wide promotion (and adoption) of active travel behaviours, which will mark the Garden Town out as a national leader in sustainable movement.



-  District boundaries
-  Train stations
-  New neighbourhoods and villages
-  Harlow Town Centre and local centres
-  Industrial areas
-  Enterprise Zones / PHE
-  Existing neighbourhoods and villages
-  Sustainable Transport Corridor (incl. walking and cycling)
-  Sustainable Transport Corridor potential extension (incl. walking and cycling)
-  New / improved road river crossing
-  New / improved pedestrian and cycle link
-  Potential road extension
-  Junction 7a
-  Potential hospital redevelopment

Action 5 – Supporting Walking and Cycling

4.7 The HGGT will build upon, and enhance, the existing valued and distinctive walk / cycle network of Harlow New Town to ensure an accessible, safe and attractive network for all users within the whole Garden Town.

4.8 In order to encourage more active travel and create a shift away from motorised modes, the HGGT will:

- a) Develop a Local Cycling and Walking Infrastructure Plan for HGGT.
- b) Identify existing network gaps and provide an enhanced, coherent and integrated network of walking and cycling infrastructure which is accessible and attractive for users of all ages, abilities and journey purposes;
- c) Identify the most appropriate Sustainable Transport Corridor routes to ensure connectivity by active travel modes throughout and beyond HGGT;
- d) Develop and deliver a well-maintained network which encompasses infrastructure solutions ranging from on-street cycle lanes and cycle-friendly junctions, through to shared footways and completely segregated off-road routes;
- e) Identify potential points of conflict between cyclists and other road users at key cross-over/intersections and deliver appropriate solutions including infrastructure upgrades, more segregated cycle facilities, and priority for walking and cycling over other modes;
- f) Protect and enhance Harlow's green infrastructure which support a wide variety of uses such as walking, cycling and community interaction;
- g) Utilise seamless wayfinding with a unified brand / typography to integrate with the rest of the HGGT sustainable transport network;
- h) Ensure homes and destinations provide suitable facilities, so that access to secure cycle parking, e-bike charging, associated storage and other facilities to support users of active travel modes are at least as convenient, if not better, than access to private motor vehicles;
- i) Maximise opportunities for natural surveillance of cycle ways and walking routes, supported with maintenance, CCTV and lighting to improve the perception of safety and reduce personal security fears;
- j) Ensure widespread access to cycle training across the community, education and workplaces to suit a range of users, from primary school pupils to adults, and the mobility impaired for whom self-propelled mobility can be liberating; and;
- k) Support the development of a cycle hire scheme throughout the Garden Town, working with existing key destinations, employers and developers to ensure bikes and parking are located to maximise opportunities for residents, workers and visitors to access the scheme. Easy to use flexible payment systems and shared platforms will be supported by education and training activities. Opportunities should be explored to extend the scheme to neighbouring settlements within a reasonable cycle commute distance.



Action 6 – Public Transport

4.9 Proposals for public transport will need to create opportunities for services and user experience which surpasses private vehicle travel.

Bus and demand responsive travel

4.10 Improvements in bus services should be structured around a core network of movement corridors that connect within, and beyond, HGGT. Phased implementation will allow upgrading of services running on the existing roads along identified corridors and the improvement of connections between services. The HGGT will support this through:

- a) Ensuring that services connect homes with key destinations, making use of the Sustainable Transport Corridors, offering frequent, high quality, seamless, rapid services with limited stops;
- b) Developing / improving bus priority where required, including use of Urban Traffic Control systems to prioritise the movement of buses and minimise delays caused by traffic congestion;
- c) Ensuring that public transport services are provided from first occupation so that new residents, workers or visitors develop sustainable travel habits from the outset;
- d) Providing high quality interchanges at the town centre, rail stations and across communities in HGGT where movement corridors meet to facilitate modal interchange;
- e) Improving stop and station infrastructure to ensure comfortable, sheltered waiting areas which are provided with Real Time Passenger Information at key stops and interchanges;
- f) Maximising opportunities to access up-to-date travel information via mobile phones and IT;
- g) Using of a unified brand/typography for the network;
- h) Promoting integrated ticketing with the wider transport network including flexible payment systems and shared digital platforms;
- i) Developing a Quality Bus Partnership (QBP) to influence and improve service quality and infrastructure;
- j) Championing innovation in public transport provision and encouraging partners to do the same.
- k) Developing a platform through which to share data for future service enhancements;
- l) Supporting demand responsive transport, ensuring this is integrated with, and complementary to, the wider HGGT bus network and to meet the needs of more vulnerable travellers;
- m) Integrating existing routes with new development areas, possibly serving these with demand responsive services, as this can offer flexibility during the early phases of development and can be enhanced as the development grows;
- n) Encourage high quality vehicles with low emission or electric transmissions, on-board Wi-Fi, charge points, etc.;
- o) Ensuring that new bus services and improvements to existing routes take into account emerging technology, such as electric or low emission engines, integrated ticketing and user-centric platforms such as 'Mobility as a Service' (MaaS);
- p) Providing electric vehicle charging points for buses at depots and key interchanges or exploring innovative solutions for charging integrated within vehicles or infrastructure; and
- q) Requiring construction travel plans to mitigate the impact of construction traffic and to consider whether providing bus services for construction workers on major development sites from key travel interchanges or temporary facilities can help reduce congestion or pollution, particularly in or through sensitive areas.



Bus Rapid Transit (BRT)

4.11 Bus Rapid Transit which is a fast high quality high frequency integrated bus service, will provide connections within and beyond HGGT, directly linking the rail stations, town centre, hospital, college and key employment areas, and will provide connections to Stansted Airport, nearby towns, and potentially the Central Line at Epping. BRT will be integrated with the existing bus network.

Rail

4.12 The recent Anglia Corridor Study (March, 2016) includes proposals for the West Anglia Main Line, which it identifies as a busy commuter and leisure route, which has the potential for significant housing and employment growth. The HGGT will support enhancements which include:

- a) Longer trains providing more seats on peak services;
- b) Line speed improvements to support faster journeys;
- c) Enhancing Harlow Town and Harlow Mill Stations to provide enhanced access for Gilston communities, and to enable them to operate as high quality interchanges with bus services at station forecourts, including Real Time Information;
- d) Improving walking and cycling facilities and wayfinding to the rail stations from residential areas and the town centre to encourage active travel access to rail services; and
- e) Taking opportunities to work with key stakeholders to address differential pricing between national rail services and those delivered by Transport for London.

Action 7 – Infrastructure for road based travel

4.13 This Transport Strategy recognises the importance of prudent investment in road infrastructure improvements that will help to mitigate current congestion and facilitate the planned growth across the Garden Town. However, it also recognises that extensive road capacity improvements would conflict with the Vision for the Garden Town and the user hierarchy set out in Objective 2 and reduce the ability to achieve, or likelihood of achieving, the required modal shift.

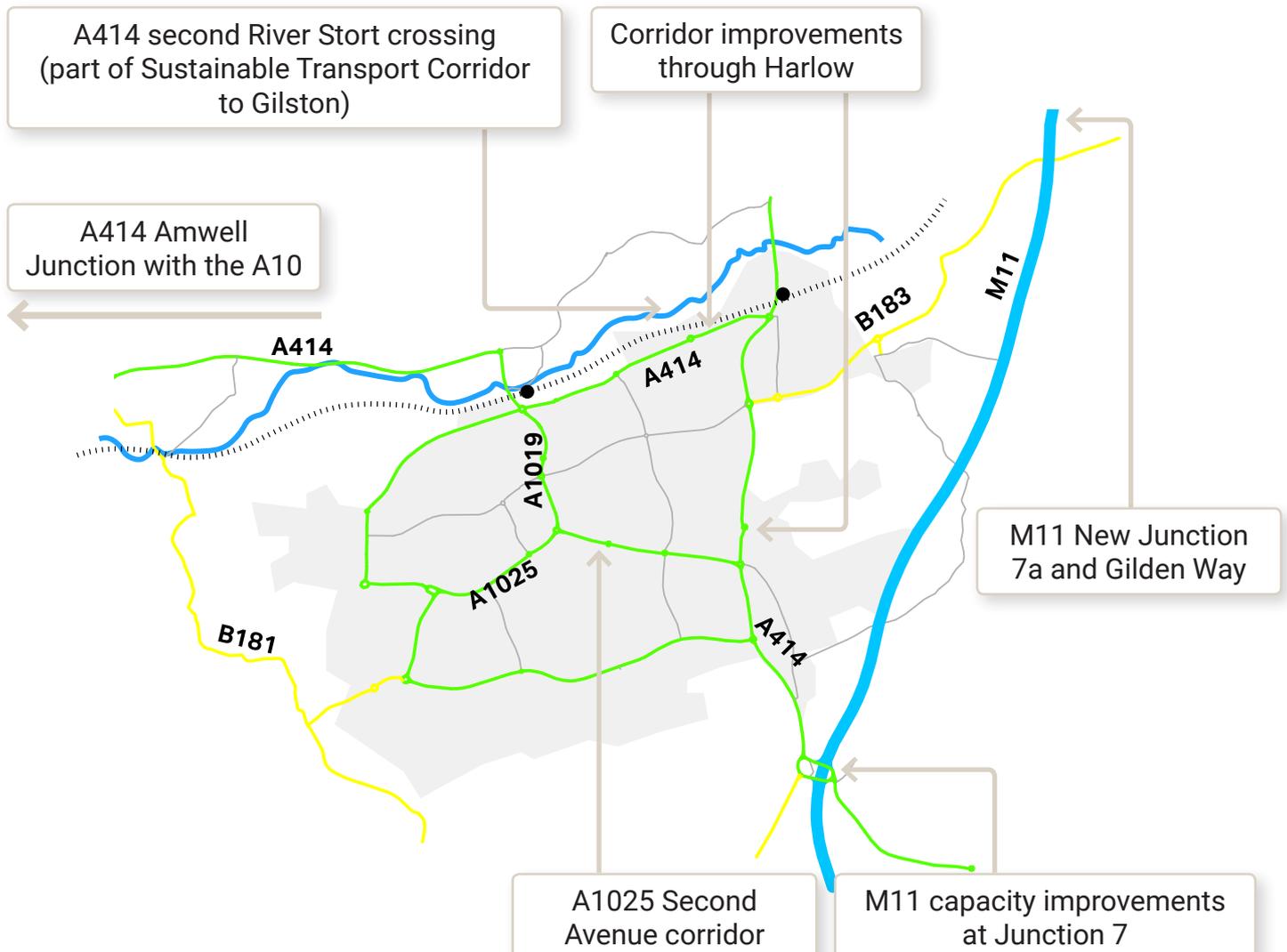
4.14 Road improvements have been identified to complement the wider mobility needs of the town, with due consideration of the user hierarchy and to concentrate vehicles onto appropriate routes. Delivery of limited highway infrastructure improvements should not constrain, but should actively benefit, users of Sustainable Transport Corridors.

4.15 Highway improvements will enable and support the growth of HGGT and plans for their implementation will be developed between the

relevant District and County Councils. Identified strategic highway improvements to support delivery of Local Plan objectives and targets are shown in the following map.

4.16 These highway improvements do not include specific interventions that may be required to deliver the Garden Communities, which will be determined as part of their master planning, with due cognisance of the requirements of this Transport Strategy and the emerging work from the Sustainable Transport Corridors Study and the HGGT Vision and Design Charter, and could include:

- Traffic and network management measures such as revised speed limits and restrictions to specific routes to ensure motor vehicles remain on designated routes; and
- Electric vehicle infrastructure to encourage the take up and use of electric vehicles by residents and businesses.





Parking

4.17 The ready supply and low cost of parking in Harlow currently supports extensive use of the car. Addressing this will help to reduce private vehicle trips and to achieve the HGGT sustainable mode share objective. The HGGT will:

- a) Consider the implications and viability of introducing a workplace parking levy as a demand management intervention. The revenue would be used to fund sustainable transport investments such as improvements to public transport services and behavioural change interventions;
- b) Consider the feasibility of implementing a park and ride which serves HGGT and links to proposals for a wider Mass Rapid Transit system;
- c) Review the supply and utilisation of existing commercial parking space in Harlow, much of which is privately owned;
- d) Engage with providers and, where possible, encourage them to consider converting space for conventional cars to electric vehicle charging spaces, autonomous vehicles, cycle and powered two wheeler parking;
- e) Manage new parking supply at key destinations through the planning system, and work with businesses, retailers and developers to manage car park capacity to create a better balance between parking supply and land use, and reduce the attractiveness of car use by making it harder to be certain of a parking space whilst balancing the needs of retailers and employers through delivering improved access for active and sustainable travel;
- f) Work with residential developers to design and deliver flexible residential car parking to enable later conversion to other uses to benefit the community;
- g) Plan flexible forecourts/parking areas for pick-up and drop-off by autonomous and shared use vehicles; and
- h) Provide charging infrastructure for Electric Vehicles in public and private locations to aid transition to low-carbon, low-emission vehicle technologies.

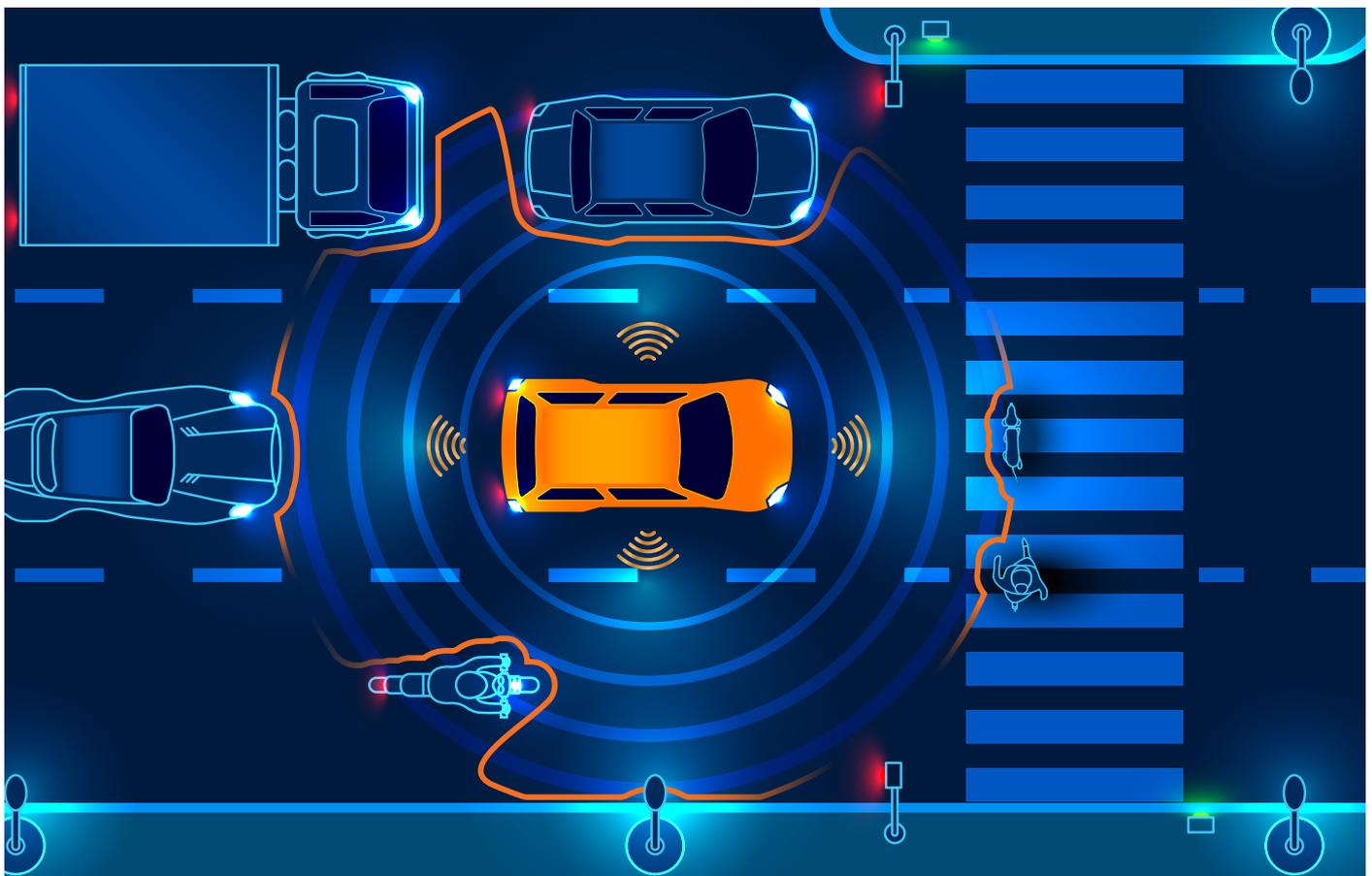
Action 8 – Anticipating Change

A responsive and resilient transport system

4.18 The Garden Town offers extensive opportunities for innovation in mobility and transport, with a unique urban form and partnerships ready to enable delivery. The local authorities are already working closely together to realise the Garden Town Vision and wider links exist between the councils and industry, research and education. Emerging technologies and socially innovative shared mobility solutions have potentially significant implications for providing future transport services to change travel behaviours and the Garden Town will seek to take the lead to exploit these opportunities as they arise. To achieve this HGGT will:

- a) Support Masterplans which demonstrate flexibility in anticipation of future mobility scenarios, including adaptable parking, drop off and pick up arrangements and electric vehicle charging points to ensure that communities can readily respond;
 - b) Exploit opportunities to trial and develop shared mobility, demand responsive, autonomous and alternatively fuelled vehicle and public rapid transit technologies
- c) Facilitate development of ‘Mobility as a Service’ journey planning and travel information mobility platforms to enable travellers to plan, book and pay for end to end journeys using real-time information for any mode;
 - d) Consider the benefits of adopting an ‘open data’ approach for transport data to support innovation and investment in data solutions and other technologies which aid mobility, traffic and parking management, enabling real-time advice to users;
 - e) Encourage sustainable deliveries: including low carbon vehicle use, delivery hubs and last mile logistics which use electric vehicles, freight bicycles (typically electric aided), or cargo bicycles to deliver goods to local centres or the final destination; and
 - f) Give consideration to shared public transport vehicles being able to use bus and taxi priority

with partners. The HGGT will also be seen as being open to innovation through marketing and lobbying of businesses, institutions and government;



NEXT STEPS AND FURTHER INFORMATION

5.1 This Transport Strategy provides an opportunity to support a pattern of development that minimises the need for travel, minimises journey lengths, encourages sustainable active travel, and enables accessibility for all members of the community.

5.2 By adopting this strategy, the Councils are committing to a unified approach to deliver HGGT as set out in their respective local plans and Spatial Vision for the area.

5.3 Next steps include

- Ensuring this Transport Strategy is woven into the masterplanning for HGGT;
- Securing funding, initially in the form of £151m from the Housing and Infrastructure Fund;
- Securing developer funding without which the strategy cannot be delivered;
- Developing a delivery plan to produce a detailed funded programme for delivery of the actions in this strategy, including but not limited to:
 - Prepare masterplans and work with developers to ensure properties enable residents to work from home where possible.
 - Work with developers to prepare travel plans, develop branding for sustainable modes, and explore the opportunities for the development of apps to help travellers to choose the best modes for their journey.
 - Design and provide a network of sustainable transport corridors.
 - Develop a local cycling and walking infrastructure plan and a local cycling and walking delivery plan.
 - Develop Infrastructure Delivery Plan for the Garden Town which identifies, prioritises, phases and identifies funding opportunities for sustainable transport schemes.
 - Work with developers to prepare Masterplans which demonstrate flexibility in anticipation of future mobility scenarios, including adaptable parking, drop off and pick up arrangements and electric vehicle charging points to ensure that communities can readily respond.
- Development of monitoring and evaluation strategy, including a set of targets, which we will use to monitor our progress toward meeting our sustainable mode ambition.

5.4 Further information on the Garden Town and the local Plans for the district councils, as well as their Infrastructure Delivery Plans (which include Transport Interventions) can be found online:

www.harlow.gov.uk/planning-policy

www.eastherts.gov.uk/gilston

www.efdclocalplan.org/local-plan/planning-policy/

www.essex.gov.uk/Environment%20Planning/Development-in-Essex/Pages/Default.aspx

www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/local-transport-plan.aspx

5.5 The relevant transport policies of the County Councils can be found online:

www.essexhighways.org/transport-and-roads/highway-schemes-and-developments/transport-planning.aspx www.essex.gov.uk/Environment%20Planning/Development-in-Essex/Pages/Sustainable-Travel.aspx

www.hertfordshire.gov.uk/services/recycling-waste-and-environment/planning-in-hertfordshire/transport-planning/local-transport-plan.aspx

5.6 The following documents provide additional evidence to support the measures contained in this strategy:

National cycling and walking investment strategy

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/603527/cycling-walking-investment-strategy.pdf

TfL Healthy Places work

<http://content.tfl.gov.uk/healthy-streets-for-london.pdf>

Harlow and Gilston Quality Review Panel

Report of Formal Review Meeting: Garden Town Transport Strategy

Thursday 11 October 2018

Committee Room 1, Epping Forest District Council, 323 High Street, CM16 4BZ

Panel

Peter Maxwell (chair)
Peter Studdert
Richard Smith
Derek Griffiths
Vivienne Ramsey

Attendees

Alison Blom-Cooper	Epping Forest District Council
Ione Braddick	Epping Forest District Council
Lydia Grainger	Epping Forest District Council
Adam Halford	East Herts District Council
Sarah Pullin	Harlow & Gilston Garden Town
Vicky Forgione	Harlow District Council
Allison De Marco	Frame Projects
Adrian Harvey	Frame Projects

Apologies / report copied to

Roger Flowerday	Hertfordshire County Council Highways
Claire Hamilton	Garden Town Project Director
Deborah Denner	Frame Projects

1. Project name and site address

Garden Town Transport Strategy

2. Presenting team

David Sprunt Essex County Council Highways

3. Aims of the Quality Review Panel meeting

The Quality Review Panel provides impartial and objective advice from a diverse range of highly experienced practitioners. This report draws together the panel's advice and is not intended to be a minute of the proceedings. It is intended that the panel's advice may assist project and development management teams in making design improvements where appropriate and in addition may support decision-making, to secure the highest possible quality of development.

4. Planning authority's views

The Transport Strategy is a key document for both the expansion of Harlow and the changing travel patterns in society at large. Rooted in the Garden Towns principles, it aims to secure a modal shift to healthy and sustainable travel within and between the new settlements and the wider area.

That modal shift aims for 50% of all journeys, and 60% within the new communities themselves, to be non-car in future. The hierarchy of modes envisaged within the strategy puts 'no travel' at the top and private car at the bottom, with walking, cycling and public transport between them. In achieving this ambition, the strategy recognises that alongside infrastructure investment, there needs to be considerable effort made in affecting behaviour change. Harlow already has extensive walking and cycling infrastructure but it is poorly used.



5. Quality Review Panel's views

Summary

The panel feels that the strategy is a good high-level statement of intent that is readable and ambitious. However, the panel is concerned that the strategy's core priorities are not reflected in the actions suggested. Furthermore, the panel feels that even a high-level document needs to include timelines, robust data and analysis on the problems being addressed, more nuanced targets and sub-targets, and clear indications of how priorities are to be translated into action. That will require greater clarity about aims, objectives and actions. In particular, the panel questions how developers and others can respond to the strategy, for example in creating masterplans. As the implementation plan develops, the panel hopes that these concerns will be reflected and resolved. Further details on the panel's views are provided below.

Ambition and deliverability

- The panel feels that the top-line aspirations of the strategy are commendable, and that many of the ideas within it are laudable.
- It suggests more precision – and recommends incorporating more analysis and detail to properly inform priorities, decisions and action. In particular, the absence of a timeline and proper baseline will make it particularly challenging to know if the strategy is successful.
- The panel suggests that the Transport Strategy must highlight what is happening now and also signpost what will be coming. Therefore, it wants to see more nuanced targets and sub-targets.
- This is particularly important given that the biggest amount of change will occur within the proposed new neighbourhoods surrounding the Harlow & Gilston Garden Town. The panel is interested to see how these are defined for each masterplan.
- The panel feels that a proper analysis of current travel patterns needs to be included in the strategy, describing the problem to be addressed by it and informing the solutions to it. This will be particularly important for developers responding to the strategy.

Public investment and priorities

- The panel feels that the strategies priorities are not reflecting in the actions identified. For example, given that making more journeys unnecessary sits at the top of the hierarchy of modes, there is little in the strategy to suggest that action will be prioritised on this, such as creating places appropriate for homeworking.



- It suggests more clearly drawing out key initiatives or ‘high-profile carrots’ that flesh out sustainable transport concepts into a few core tangible initiatives that can be emblematic of the broader strategy. This will support developer and housebuilder buy-in, with potential to leverage additional funding.
- These could include ‘quick wins’ previously suggested by the panel – such as enhancement to routes from Harlow Town Station to Harlow town centre or Public England access.
- The panel also refers to previous comments on the balance of funding between capital expenditure funding and behaviour change and the need to instil behaviour change early in the process.
- The panel also re-iterates the need to have the public transport alternative available at the beginning, if people are to make more sustainable transport choices.

Assumptions and modal shift ambitions

- The panel feels that the strategy does not clearly articulate how the overarching ambition of 60% sustainable or active travel will be achieved, nor within what timeframe.
- The panel feels that the strategy should focus as much on the types of journeys being made as on the mode used to undertake them. This would enable policy makers and developers to prioritise action. For example, the panel feels that getting through traffic out of the town could be one such priority.
- By understanding the types of journey being made, the strategy could focus on the easiest transitions to enable – for example, converting journeys made as part of the school run into walking and cycling trips has proven successful in other places.
- The panel is also concerned that the strategy does not fully address the likely impacts of Electric and Autonomous Vehicles on traffic and transport patterns; nor does it address traffic associated with deliveries and freight

Next steps

The panel offers its continuing advice and support in developing the Garden Town Transport Strategy, and in particular the development of the implementation plan that will sit below it.



**MINUTES OF THE SHAREHOLDER SUB COMMITTEE
HELD ON**

11 December 2018

7.30 - 8.45 pm

PRESENT

Sub Committee Members

Councillor Mark Ingall (Chair)
Councillor Danny Purton
Councillor Mark Wilkinson

Officers

Andrew Murray, Head of Housing
Adam Rees, Governance Support Officer

Additional Attendees

Michael Harrowven, Non-Executive Chair of the HTS (Property and Environment) Limited Board
John Phillips, Managing Director of HTS (Property and Environment) Limited

13. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Joel Charles.

14. **DECLARATIONS OF INTEREST**

Councillors Simon Carter and Bob Davis were both in attendance as members of the public. They both declared a pecuniary interest in Item 8a, Remuneration for HTS (Property & Environment) Board Members.

15. **MINUTES**

RESOLVED that the minutes of the meeting held on 25 July 2018 are agreed as a correct record and signed by the Leader.

16. **MATTERS ARISING**

None.

17. **SUB COMMITTEE WORK PLAN**

RESOLVED that the Work Plan be noted.

18. **OPERATIONAL AND PERFORMANCE REPORTS**

a) Performance Reports and Balanced Scorecard

The Sub Committee received a report which highlighted the operational and financial performance for HTS (Property and Environment) Ltd. The Company had achieved 100 per cent of its KPIs for June, July and August 2018 and an outturn of retained profit totalling £820,000 to 31 August 2018.

John Phillips, Managing Director of HTS (Property and Environment) Ltd, said that six of HTS' apprentices were coming toward the end of their apprenticeships. All six were being offered permanent roles.

In response to a question by Councillor Ingall, John Phillips said that HTS was on track to meet its target for profit from third party contracts for 2019/20. HTS had been awarded its first external contract and hoped to meet its profit target for 2020/21. HTS was only looking to secure low risk contracts at this stage.

RESOLVED that:

A The Sub Committee acknowledges the performance and financial position set out in paragraphs 4-14 as follows:

- i) HTS (Property & Environment) Ltd achieved 100 percent success rate for June, July and August 2018 against the suite of major and minor KPI's that govern the contract.
- ii) An outturn of retained profit totalling £820,000 to 31 August 2018.

b) Customer Service

The Sub Committee received a report which summarised HTS (Property and Environment) Ltd's complaints for August 2018. John Phillips explained that there was downward trend for complaints against HTS and that customer satisfaction was now at 98 per cent.

RESOLVED that:

A The Sub Committee notes the report and summary of complaints to the month of August 2018 as set out in paragraphs 2 - 6 as follows:

- i) HTS (Property & Environment) Ltd achieved a ratio of 0.88 percent against a total of transactions to August 2018 of 17,863.

c) Risk Management

The Sub Committee received a report which set out the strategic risks for HTS (Property and Environment) Ltd.

RESOLVED that:

- A** The Sub Committee noted the strategic risks as relating to HTS (Property & Environment) Ltd together with their analysis and mitigation.

19. **RESPONSIVE REPAIRS CUSTOMER ACCESS REVIEW**

The Sub Committee received on the review of responsive repairs customer access.

It was agreed that the reviews included the relevant Council panels.

RESOLVED that:

- A** The Sub Committee noted the report.

20. **REFERENCES FROM THE HTS GROUP LTD BOARD**

a) Remuneration for HTS (Property & Environment) Board Members

Councillors Simon Carter and Bob Davis left the room whilst the item was considered.

The Sub Committee received a referral from the HTS Board which set out the terms of remuneration for the Councillor Directors of HTS Group Ltd.

Councillor Purton proposed that the allowance was linked directly the Council's Cabinet Portfolio Holder Special Responsibility Allowance and that it was specified the allowance was only to be paid in respect of the Councillor Director's role at HTS (Property and Environment) Ltd. He also asked that the Councillor Directors appear before the Sub Committee on a quarterly basis to give updates on the work they carried out. This was agreed by the Sub Committee.

It was explained that the changes above would have to be agreed by the HTS Board.

RESOLVED that:

- A** Councillor Director Simon Nicholas Carter be paid the equivalent of the Harlow Council Special Responsibility Allowance for Cabinet Portfolio Holders per annum (or part thereof) for services provided as Councillor Director to HTS (Property and Environment) Ltd. Payment to commence from 1 February 2017 and to continue for

the term of his appointment as Councillor Director to (Property and Environment) Ltd.

- B** Councillor Director Robert Davis be paid the equivalent of the Harlow Council Special Responsibility Allowance for Cabinet Portfolio Holders per annum (or part thereof) for services provided as Councillor Director to HTS (Property and Environment) Ltd. Payment to commence from 1 February 2017 and to continue for the term of his appointment as Councillor Director to (Property and Environment) Ltd.
- C** Councillor Director Christopher Vince be paid the equivalent of the Harlow Council Special Responsibility Allowance for Cabinet Portfolio Holders per annum (or part thereof) for services provided as Councillor Director to HTS (Property and Environment) Ltd. Payment to commence from 5 July 2018 and to continue for the term of his appointment as Councillor Director to (Property and Environment) Ltd.
- D** Councillor Director John Strachan be paid the equivalent of the Harlow Council Special Responsibility Allowance for Cabinet Portfolio Holders per annum (or part thereof) for services provided as Councillor Director to HTS (Property and Environment) Ltd for the period 1 February 2017 to 5 July 2018 inclusive.
- E** An item is added to future meetings of the Shareholder Sub Committee for the Councillor Directors of HTS (Property and Environment) Ltd to give updates on the work they have carried out in their capacity as Councillor Directors.

21. **REFERENCES FROM HTS (PROPERTY & ENVIRONMENT) LTD BOARD**

- a) Vehicle Homes to Work Policy

The Sub Committee received a report on HTS (Property and Environment) Ltd's vehicle homes to work policy.

RESOLVED that the report be noted.

22. **MATTERS OF URGENT BUSINESS**

None.

23. **DATE OF NEXT MEETING**

15 January 2019.

CHAIR OF THE SUB COMMITTEE

**MINUTES OF THE SHAREHOLDER SUB COMMITTEE
HELD ON**

15 January 2019

7.30 - 8.20 pm

PRESENT

Sub Committee Members

Councillor Mark Ingall (Chair)

Councillor Joel Charles

Councillor Andrew Johnson

Councillor Danny Purton

Officers

Andrew Murray, Head of Housing

Adam Rees, Governance Support Officer

Additional Attendees

John Phillips, Managing Director of HTS (Property and Environment) Limited

24. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Mark Wilkinson and Michael Harrowven, Non-Executive Chair of the HTS (Property and Environment) Limited Board.

25. **DECLARATIONS OF INTEREST**

John Phillips, Managing Director of HTS (Property and Environment) Limited declared a pecuniary interest in Item 7a, Appointment of Non-Executive Chair of HTS Group and Managing Director of HTS (Property and Environment) Ltd. He said that he, and his wife who was in attendance as a member of the public, would leave the room whilst the item was considered.

26. **MINUTES**

RESOLVED that the minutes of the meeting held on 11 December 2018 are agreed as a correct record and signed by the Leader, subject to the following amendment to Minute 20 so that it stated that Councillor Director reports would appear before the Sub Committee on a quarterly basis.

27. **MATTERS ARISING**

a) Minute 20 - References from HTS Group Ltd Board

In response to questions by Councillor Charles, Councillor Purton said that the remuneration for Councillor Directors was linked to the Council's Special Responsibility Allowance for Portfolio Holders so that any increase or decrease would not need to be approved by the Sub Committee.

28. **SUB COMMITTEE WORK PLAN**

Councillor Charles questioned why there was not a report on the Council's strategic priorities for the development of HTS. In response, the current workplan is established by the Cabinet strategic priorities for HTS which includes Business Plans for both HTS (Property and Environment) Ltd and HTS Housing Regeneration Ltd. The upcoming Best Value Review will look at strategic priorities for HTS (Property and Environment) Ltd aligned to Council corporate priorities.

RESOLVED that the Work Plan was noted.

29. **OPERATIONAL AND PERFORMANCE REPORTS**

a) Performance Reports and Balanced Scorecard

Councillor Mark Ingall said that Item 6d, Council Directors Quarterly Report was now being considered as part of this item (Item 6a).

The Sub Committee received a report which highlighted the operational and financial performance for HTS (Property and Environment) Ltd. The Company had achieved 100 per cent of its KPIs for October and November 2018 and there was an outturn of retained profit totalling £485,000 to November 2018.

Councillor Charles asked whether additional stretch targets could be implemented. The Council reviews annually five year stretch targets within the Balanced Scorecard. In response to a subsequent question on retained profit, John Phillips explained that £59,000 drop was due to delays in the capital programme. This money would be recouped in the subsequent quarter.

RESOLVED that:

A The Sub Committee acknowledged the performance and financial position set out in paragraphs 4 to 10 as follows:

- (i) HTS (Property and Environment) Ltd achieved 100 per cent success rate for October and November 2018 against the suite of major and minor Key Performance Indicators (KPI's) that govern the contract.

- (ii) An outturn of retained profit totalling £485,000 to 30 November 2018.

b) Customer Service

The Sub Committee received a report which summarised HTS (Property and Environment) Ltd's complaints to the month of November 2018.

RESOLVED that:

- A** The Sub Committee noted the report and summary of complaints to the month of November 2018 as set out in paragraphs 2 to 7 as follows:

- (i) HTS (Property and Environment) Ltd achieved a ratio of 0.86 per cent against a total of transactions to November 2018 of 27,895.

c) Risk Management

The Sub Committee received a report which set out the strategic risks for HTS (Property and Environment) Ltd.

The Sub Committee discussed the future third party growth opportunities for HTS (Property and Environment) Ltd. In response to a question by Councillor Johnson, John Phillips stated that currently, most of HTS' current third party profit came through the use of HTS' assets such as the Mead Park depot.

Councillor Charles stressed the importance of the organisation maintaining its momentum in order secure future growth. Councillor Purton said that it was important to recognise that there were risks surrounding housing development, as well as opportunities.

RESOLVED that:

- A** The Sub Committee noted the strategic risks as relating to HTS (Property and Environment) Ltd together with their analysis and mitigation.

30. **REFERENCES FROM THE HTS BOARD**

- a) Appointment of Non-Executive Chair of HTS Group and Managing Director of HTS (Property and Environment) Ltd

John Phillips and Penny Phillips left the room for the consideration of this item.

The Sub Committee received a report which recommended that the current appointments for the Non-Executive Chair (HTS Property and Environment) Ltd and for the Managing Director of HTS (Property and Environment) Ltd be extended for a further three years.

RESOLVED that:

- A** The Sub Committee approved the revisions to the current appointments for the Non-Executive Chair (HTS Property and Environment) Ltd and for the Managing Director of HTS (Property and Environment) Ltd for a further three years.

31. **REFERENCE FROM HTS (PROPERTY AND ENVIRONMENT) LTD**

- a) Updated Business Plan

The Sub Committee considered a report on an updated business plan for HTS (Property and Environment) Ltd.

RESOLVED that:

- A** The Sub Committee approved the Board's proposed update to the current business plan.

32. **REFERENCES FROM CABINET**

- a) Creation of HTS (Housing and Regeneration) Company

The Sub Committee received a referral from Cabinet to note the creation of HTS (Housing and Regeneration) Company, including a draft business plan and revised terms of reference for the Sub Committee.

Councillor Charles said that he did not feel the business plan was comprehensive enough. Then, in response to a question by Councillor Charles, John Phillips said that he and Michael Harrowven had significant input into the draft business plan and it would be developed in a similar way to the Business Plan for HTS (Property and Environment) Limited.

RESOLVED that:

- A** The Sub Committee noted the approved recommendations, as set out in paragraph 2 of the report, in line with Cabinet decision of December 2018.

33. **MATTERS OF URGENT BUSINESS**

None.

34. **DATE OF NEXT MEETING**

3 April 2019.

CHAIR OF THE SUB COMMITTEE

**MINUTES OF THE CABINET OVERVIEW WORKING GROUP
HELD ON**

17 January 2019

7.30 - 8.40 pm

PRESENT

Overview Working Group Members

Councillor Tony Durcan (Chair)
Councillor Tony Edwards (Vice-Chair)
Councillor David Carter
Councillor Simon Carter
Councillor Jean Clark
Councillor Bob Davis
Councillor Maggie Hulcoop

Other Councillors

Councillor Simon Carter

Officers

Lisa Thornett, Corporate Governance Support Officer
Jane Greer, Head of Community Wellbeing
Julie Houston, Strategy and Economic Development Manager

17. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Mike Garnett.

18. **DECLARATIONS OF INTEREST**

None.

19. **MINUTES**

RESOLVED that the minutes of the meeting held on 29 November 2019 be agreed as a correct record.

20. **MATTERS ARISING**

None.

21. **WORK PLAN**

The Chair expressed concern that it appeared that the panel mainly delegated activity to sub groups that meet in private. The Chair suggested to show more openness that sub groups should be restricted and more should be directly dealt with by the main panel in open session. The Chair

will review the function of the panel with the Leader of the Council. Members supported this proposal.

RESOLVED that the work plan was agreed.

22. **REGENERATION STRATEGY - INTERIM REPORT**

AGREED that the report would be noted and a small sub group consisting of Councillors Simon Carter, Edwards and Hulcoop be set up to bring a more substantive report to the group.

23. **HOUSES OF MULTIPLE OCCUPATION - SCOPING REPORT**

RESOLVED that:

1. A special meeting of the Working Group would be set up in February inviting Councillor Ingall, the appropriate Portfolio Holder and Senior Officers for the options and implications of moving forward with implementing an Article Four Direction.
2. Clear direction from the Cabinet would be obtained with regards to proceeding with the review and the implementation of Article Four Direction.
3. The review would look at the process Stevenage Borough Council followed. Officers from Stevenage Borough Council who implemented the Article Four Direction would be invited to the meeting.
4. The timeline changes within the terms of reference be agreed. This included an Interim Report in March and Final report to the first meeting in the new municipal year.

24. **HOUSING STRATEGY - SCOPING REPORT**

AGREED that Jane Greer would forward papers to the Working Group and a report would be brought back to the Group with evidence with timescales for panel to determine a way forward.

25. **MATTERS OF URGENT BUSINESS**

None.

CHAIR OF THE OVERVIEW
WORKING GROUP

**MINUTES OF THE HARLOW LOCAL HIGHWAYS PANEL
HELD ON**

21 January 2019

7.00 - 8.00 pm

PRESENT**Committee Members**

Councillor Eddie Johnson, Essex County Council (Chair)
Councillor Michael E Hardware, Essex County Council
Councillor Clive Souter, Essex County Council
Councillor Tony Edwards, Harlow District Council
Councillor Danny Purton, Harlow District Council

Officers

Rissa Long, Highways Liaison Officer, Essex County Council
Lisa Thornett, Corporate Governance Support Officer
Chloe Livingstone, Development Lead Officer
Adrian Carden, Road Safety Engineer, Essex Highways

Other Members

Councillor Simon Carter, Harlow District Councillor

74. INTRODUCTIONS AND APOLOGIES

The Chairman welcomed all attendees to the meeting and invited Councillors and Officers to introduce themselves. Apologies for absence were received from Councillor Garnett.

75. DECLARATIONS OF INTEREST

None.

76. MINUTES OF LAST MEETING AND MATTERS ARISING

AGREED that the minutes of the meeting held on 17 September 2018 are agreed as a correct record.

Councillor Tony Edwards asked that when referring to schemes in the minutes if it would be possible to quote the name of the scheme as well as the scheme number. This was agreed.

Councillor Danny Purton advised that there is a surplus of money from the North Essex Parking Partnership (NEPP). He advised that he was looking at placing a bid for ANPR in all Council owned carparks, and more school safety. He asked if any panel members had any suggestions that they could contact him.

77. **PUBLIC QUESTIONS**

None.

78. **CASUALTY REDUCTION SCHEMES FOR 2019/20 BRIEFING**

Adrian Carden of the Casualty Reduction Team at Essex Highways attended the meeting to advise that his team have looked at First Avenue junction with Orchard Croft as there have been a number of reported injury incidents over the last five years which have met the ECC cluster criteria.

He explained that in order to assess the junction they look at the reported collision over a ten year period. It seems that the pattern of the collisions were of people turning right from First Avenue into Orchard Croft.

It has been decided that to mitigate against this happening in the future that the intention would be to reduce the bus lane so that the bikes, etc were not masked by the inner lane.

Preliminary designs have been undertaken and have passed the safety audit. They will look for this to be delivered in 2019/2020. As yet there are no precise figures but as soon as this has been set it will be bought back to the group.

On Thursday 24 January 2019 a consultation for the adjustment of the bus lane will begin. This consultation will run until 15 February 2019.

79. **APPROVED WORKS PROGRAMME**

Rissa Long advised the group that the following schemes had been completed:

LHAR181001 – First Avenue jw Orchard Croft design – The design had been completed and the scheme will move on to the next stage.

LHAR172003 – Tawneys Road (William Martin School) – Completed

LHAR162001 – Parsloe Road jw Phelips Road – Completed.

LHAR173002 – Hamstel Road Tiger / Parallel Crossing – Members agreed to defer this project to the new financial year to allow the additional funds needed for LHAR162009 to be transferred. It was also agreed that the money for this scheme should be committed from the 2019-20 budget to the value of approximately £90,000 with the physical works estimated to commence in the Easter Holidays.

LHAR162009 – Fourth Avenue jw North Gate – Work should commence in late March using the budget adjustment from the Hamstel Road scheme.

LHAR172004 – Pottersfield – Work to be completed towards the end of March and will continue into the new financial year. Members agreed that the money required for phase 2 is allocated from the 2019-20 budget.

LHAR173003 – Church End – scheme to be completed imminently.

LHAR173006 – Woodcroft – Completed.

80. **POTENTIAL SCHEME LIST**

The members agreed to the progression of the schemes outlined below

Location	Description	Cost Code	Allocated Budget
First Avenue jw Orchard Croft	Implementation of CR design - Bus lane length reduction - New traffic island - Right turn lane	LHAR181001	£85,000 (TBC)
Hamstel Road- Tiger / Parallel Crossing	Implementation of Tiger crossing in the vicinity of the hospital as designed and advertised in 2017-18	LHAR173002	£90,000
Pottersfield congestion parking phase 2	Installation of the second phase of the Pottersfield parking works as designed in 2017-18	LHAR172004	£60,000
Tawneys Road close to the shops - Zebra crossing	Design for a zebra crossing	LHAR173005	£8,500

It was agreed that Members would look at the potential scheme list and decide which scheme they would like to consider to be placed on the priority two list. Rissa advised that it is unlikely that new schemes could be validated in time to be considered at the March meeting.

81. **HIGHWAYS RANGERS (VERBAL REPORT)**

Rissa Long, Essex Highways Liaison Officer, advised the group that a full report will put through to the next meeting.

Rissa advised that more work could be passed to the Rangers who undertake a variety of low maintenance work.

82. **SECTION 106 SCHEMES**

None.

83. **ANY OTHER BUSINESS**

Councillor Danny Purton asked if the flashing lights within the town could be turned off rather than flashing as this can be quite distracting to the drivers. Councillor Hardware advised that this is a transformer issue rather than a bulb issue. Councillor Johnson asked that all Councillors report any issues directly to Essex Highways on their website.

Councillor Tony Edwards asked for clarification on why no major works could be undertaken on the Momples Road jw First Avenue. Rissa explained that no major work would be progressed until it was clear what implications J7a would have.

Councillor Simon Carter asked if anything could be done to progress the works on Edinburgh Way. This is not within the remit of the panel.

Councillor Michael Hardware advised that the resurfacing work due to commence this weekend will be delayed due to the cold weather.

Councillor Clive Souter asked if a traffic survey could be done on Fourth Avenue near Hare Street Spring. Residents are complaining that the heavy articulate lorries are causing the house to rock and shake.

Rissa Long advised that she is available every second Thursday of the month at the Civic Centre if Councillors wish to discuss any issues with her. She asks that appointments be booked through Lisa Thornett.

84. **DATE OF NEXT MEETING**

The date of the next meeting is Tuesday 26 March 2019 at 10am in the Council Chamber.

CHAIR OF THE PANEL

**MINUTES OF THE SAFETY COMMITTEE
HELD ON**

29 January 2019

10.00 - 11.00 am

PRESENT

Committee Members

Donna Beechener
Jackie Davies
Sandra Farrington
Richard Greaves
John Harty
Wendy Makepeace
Stuart Moseley
Michael Pitt (Chair)
Angela Street
Natasha Terrell
Shelia Underdown

Officers

Hannah Criddle, Governance Support Officer
Glenn Spreadbury, Technical Operations Manager

42. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Karl Carr, Rory Davies and Kim Taylor.

43. **MINUTES OF LAST MEETING HELD**

RESOLVED that the minutes of the last meeting held on 27 September 2018 were agreed as a correct record.

44. **MATTERS ARISING - ACTIONS COMPLETED**

Jackie Davies informed the group that the Staff Safety Register (SSR), Remained Inclusion non-correspondence letter has been approved and will be added to the Infonet.

45. **HEALTH AND SAFETY UPDATE**

46. **ACCIDENT STATISTICS / AGGRESSIVE INCIDENTS**

Jackie confirmed that there were no significant issues raised with no emerging trends. Jackie noted that there have been a couple of old accident reports received which have only just been reported.

47. **PUBLIC REPORTING OF ACCIDENTS/INCIDENTS ONLINE**

Stuart Moseley advised that the online public accident/incident reporting form has been revised. Insurance will provide Contact Harlow with updated training before the form goes live. Natasha Terrell requested a record of the officers who receive training for HR records.

48. **ALLERGIES - FIRST AIDERS GUIDANCE/ THIRD TIER MANAGERS / EPIPEN**

Jackie advised the group that First Aiders and Third Tier Managers have been emailed information and prompt sheets regarding allergies. Jackie has a dummy EpiPen which staff can use to practice.

49. **DRIVING AT WORK - LOG BOOK PROCESS**

Jackie advised that when the current stock of old yellow log books have been used they will be replaced with new log folders. Mileage and vehicle checks will be recorded by the driver in the log folder and any issues reported to the Manager. Information from the log books will be loaded onto an excel spreadsheet, held centrally at Mead Park Depot Transport section.

50. **ROOM BOOKING RISK ASSESSMENT PROCESS**

Sandra Farrington confirmed that since the room booking process has changed Facilities have been unsure about some events in terms of what is happening and event size. Sandra and Jackie are updating the online booking form. If the event is not covered by the general risk assessment, a specific risk assessment will need to be completed.

Sandra advised that external room bookings need to be agreed by Heads of Service.

51. **FIREWORK/BONFIRE EVENT - FEEDBACK**

Jackie confirmed that the Fireworks/Bonfire event went well. The event was family-orientated and there were no issues with anti-social behaviour as in previous years.

52. **LONE WORKING - PERSONAL SAFETY APP UPDATE - TRIAL EVALUATION**

Sandra advised the group that the App has been tested by the Stewards but it is not very popular and effective. It was agreed that the App is not practical for our purpose. Glenn Spreadbury agreed to contact the ELP to see what processes they have in place for lone working.

Glenn will look at the phone requests received to see how many phones will need to be ordered. Legal will also need to look at the contract before it is signed.

Natasha agreed to provide further lone worker trainer for those who are new or missed the previous training.

53. **STANDING ITEM REMINDER; CORPORATE RISK ASSESSMENTS - REVIEW/DATE/SIGNIFICANT CHANGES**

Jackie reminded the group to ensure that risk assessment are updated, reviewed and communicated.

54. **STATUTORY TESTING POLICIES - HOUSING (SET ITEM)**

An update will be provided at the next meeting.

55. **FIRE SAFETY POLICIES - HOUSING (SET ITEM)**

Wendy Makepeace confirmed that there was a review of the policies in August. Wendy also confirmed that they are about to start FRA's in tower blocks.

56. **ANY OTHER BUSINESS**

Jackie advised that she is looking at the volunteer form as more information may be needed regarding volunteers health and safety. Stuart confirmed volunteers are covered by insurance but Insurance would still like information on regular volunteers. Michael Pitt confirmed a task and finish group may need to be set up for this project.

Richard Greaves advised the fire door on the second floor stairwell landing keeps sticking open. Sandra will look into this. Sandra advised officers can call 6566 to report repairs to the Stewards which will then be logged. Sandra will speak to the Communications Team about putting a reminder in the WIS.

57. **HARLOW MUSEUM.**

Jackie confirmed that Harlow Museum is now being managed by the Council again. Checks on alarms and systems are in the process of being carried out. Angela Street also confirmed that minor repairs are being progressed.

58. **DATE OF NEXT MEETING**

The date of the next meeting is 3 April 2019 at 10am.

CHAIR OF THE COMMITTEE