



Public Document Pack

James Ellis
Head of Legal and Democratic Services

MEETING : HARLOW AND GILSTON GARDEN TOWN JOINT COMMITTEE
VENUE : COUNCIL CHAMBER, CIVIC CENTRE, THE WATER GARDENS, COLLEGE SQUARE, HARLOW, CM20 1WG
DATE : TUESDAY 1 APRIL 2025
TIME : 6.30 PM

PLEASE NOTE TIME AND VENUE

MEMBERS OF THE COMMITTEE

Councillor D Swords (Chairman), Councillors S Boulton (Vice-Chairman), N Bedford, B Crystall and L Wagland.

**CONTACT OFFICER:
T LARSEN, DEMOCRATIC SERVICES,
EPPING FOREST DISTRICT COUNCIL
TEL: 01992 564243**

This agenda has been printed using 100% recycled paper

AGENDA

1. Webcasting Introduction

This meeting is to be webcast and the Chairman will read the following announcement:

"I would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or other such use by third parties).

Therefore, by participating in this meeting, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

Please also be aware that if technical difficulties interrupt the meeting that cannot be overcome, I may need to adjourn the meeting.

Members are reminded to activate their microphones before speaking".

2. Apologies for Absence

To be announced at the meeting.

To report non-attendance before the meeting, please contact the [EFDC Democratic Services](#) to ensure your absence is properly logged.

3. Substitute Members

To report on the appointment of any substitute members for the meeting.

4. Declarations of Interest

Members of the Joint Committee to declare any Disclosable Pecuniary Interests or Personal Interest in any item on this agenda.

5. Minutes - 10 February 2025 (Pages 6 - 13)

To confirm the minutes of the last meeting of the HGGT Joint Committee held on 10 February 2025.

6. Matters Arising and Outstanding Actions

Matters arising and outstanding actions from previous meetings.

7. Requests to Address the Joint Committee

1. Any member of the public or a representative of an outside organisation may address the Harlow & Gilston Garden Town (HGGT) Joint Committee on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at a meeting.
2. The following rules shall apply to such requests:
 - (i) requests must relate to any existing agenda item;
 - (ii) requests must not raise new business for the meeting concerned;
 - (iii) A question may only be asked if notice has been given by delivering it in writing or by electronic mail to the Democratic Services team at Epping Forest District Council on democraticservices@eppingforestdc.gov.uk at least 4 working days before the meeting. Each question must give the name and business address of the questioner.

The full provisions are contained within Parts 21 and 22 of the Inter-Authority Agreement.

8. Re-Imagining the Way We Travel Update (Pages 14 - 149)

To review and propose any recommendations to the Re-Imagining the Way We Travel Update paper.

9. HGGT Director Recruitment (Pages 150 - 160)

To review and propose any recommendations to the HGGT Director Recruitment paper.

10. HGGT Programme Management Report (Pages 161 - 169)

To note the progress updates of the HGGT 2024/25 Work Programme.

11. Any Other Business

Section 100B(4)(b) of the Local Government Act 1972 requires that the permission of the Chairman be obtained, after prior notice to the Proper Officer, before urgent business not specified in the agenda may be transacted.

12. Date of Next Meeting

The next meeting of the Harlow and Gilston Garden Town Joint Committee will be held on 17th July 2025.

13. Exclusion of Public and Press

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Paragraph Number	Information
14	Exempt HGGT Programme Management Report		3

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member

who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

14. HGGT Programme Management Report (Pages 170 - 179)

To review and propose any recommendations on the progress updates of the HGGT 2024/25 Work Programme.

Agenda Item 5

HGGT JOINT COMMITTEE MEETING MINUTES

Monday 10 February 2025, 6.30 pm - 7.05pm
Council Chamber, Harlow Civic Centre, Water Garden, Harlow CM20 1AJ

Members Present:	Councillors D Swords (Chairman) S Boulton (Vice-Chairman), C Whitbread, B Crystall and L Wagland
Apologies:	Councillor(s) N Bedford
Officers In Attendance:	Osian Evans (HGGT), Sara Saunders (HGGT), Jennifer Gould (Strategic Director and Chief Operating Officer), Jonathan Schifferes (ECC Head of Housing), Tanusha Waters (HGGT), Colin Haigh (HCC Director of Growth), Gary Woodhall (Team Manager - Democratic & Electoral Services), Therese Larsen (Democratic Services Officer) and Amanda Apcar (Principal Planning Lawyer)

[A RECORDING OF THIS MEETING IS AVAILABLE FOR REPEATED VIEWING](#)

28 WEBCASTING INTRODUCTION

The Chairman made a short address to remind all present that the meeting would be broadcast on the Internet, and that the Joint Committee had adopted a protocol for the webcasting of its meetings.

29 SUBSTITUTE MEMBERS

The following substitutions were noted:

- Councillor C Whitbread had been appointed for Councillor Bedford.

30 DECLARATIONS OF INTEREST

No declarations of interest were made.

31 MINUTES

Resolved:

- 1) That the minutes of the HGGT Joint Committee held on 22 July 2024 be taken as read and signed by the Chairman as a correct record.

32 MATTERS ARISING AND OUTSTANDING ACTIONS

There were no matters arising or outstanding actions from the last meeting of the HGGT Joint Committee held on the 22 July 2024.

33 REQUESTS TO ADDRESS THE JOINT COMMITTEE

No requests to address the Joint Committee had been received.



34 QUALITY OF LIFE MONITORING STRATEGY AND UPDATED ACTION PLAN

Adeola Pilgrim, HGGT Quality of Life Lead, introduced a report on Quality-of-Life Monitoring Strategy and Updated Action plan.

The Quality-of-Life Indicators are performance indicators that are used to measure and evaluate health and wellbeing. The HGGT Joint Committee was tasked with monitoring reports on Quality-of-Life indicators in Harlow and the new neighbourhoods. By undertaking Quality of Life Monitoring, changes in quality of life can be monitored and the outputs from this can inform future policy and planning decisions.

Quality of Life Monitoring is the process of measuring responses to the same set of Quality-of-Life questions over a period of time consistently and observing any changes in the feedback. As new data is collected over time, it will identify positive or negative trends in people's responses - thus showing whether there is a positive or negative trend in residents' perceived quality of life. The outputs from this can inform future policy and planning decisions, such as for social value, stewardship, engagement, and design quality; indicate priorities for investment; as well as monitor performance of development overall, in relation to quality of life.

The primary purpose of the QoL Monitoring Strategy therefore is to enable future quality of life assessments against the 2022 baseline data – and then again against future years, including with future communities - so that quality of life data, aggregated over geographical areas and time, can inform policy and planning decisions to support better quality of life for the community.

The Monitoring Strategy has been developed through workshops and discussions with officers from across the partnership representing a range of service areas. The Strategy consists of nine main steps requiring different levels of input, expertise and resources.

The HGGT Quality of Life Action Plan outlines specific tasks and goals, with recommendations for implementation, and is to be read alongside the Monitoring Strategy. The Action Plan was formulated based on the Quality-of-Life Foundation's recommendations to HGGT for how to improve and measure quality of life and the desire to turn these into actions for HGGT and potentially partners going forward. With sections A, B, C, S and D, previously agreed by the HGGT Board in February 2023, these have since been updated to reflect progress and next actions. Additional actions have also been recommended to support QoL monitoring as well as the recommendations previously agreed by the HGGT Board.

The Quality-of-Life Action Plan is to be reviewed and updated at least annually, to report on progress and reflect any recommendations which arise as a result of QoL monitoring. With Your Quality-of-Life consultations recommended to take place every 3-5 years, the Monitoring Strategy itself is reviewed with each consultation to ensure it remains relevant.

It will be important for each of the 5 Council partners to consider how their approach to community engagement aligns with the QoL Framework as there is the potential for the Quality-of-Life Consultation to replace or reduce the length of other surveys.

The Quality-of-Life project is split into 4 phases:

Phase 1 covered the YQoL Consultation and Monitoring Baseline which have now been completed. The approval of the Monitoring Strategy and updated Action Plan will round off Phase 2 of the project.

Phase 3 is currently progressing and involves integrating Quality of Life monitoring indicators and consultation data into a digital consultation hub - the HGGT Data Dashboard. The dashboard is the platform where Quality of Life Monitoring will be consulted on, reported and

shared back with the community. This will enable better sharing of consultation data across HGGT and partner boundaries, and supports better engagement, transparency and accountability with key stakeholders. Several outputs from Phase 3 have already been delivered or being progressed. The integration of QoL monitoring data into the HGGT Data Dashboard is now complete and expected to be accessible to the public by early 2025.

Phase 4 of the project will be defined through the updated Action Plan and is expected to include a programme of both internal and external engagement covering elements such as user training on the data dashboard and future YQoL Consultation. Although the next YQoL consultation is not anticipated until 2026, some elements such as aligning further strategies to QoL indicators can be progressed now, enabling further benefits to be experienced sooner.

The allocated budget for Phase 3 has been used up, with a few key tasks outstanding. Phase 4 is also currently unfunded, although, several elements can be progressed in the interim, as HGGT in-house resource allows. The project will therefore benefit from further budget allocations and funding opportunities. A key outcome the project is seeking to achieve is scalability, for increased and accelerated impact, which could support future funding opportunities.

The Joint Committee commented on and agreed the recommendations in the report:

- The Joint Committee commented on the importance of reviewing, consulting and keeping the Joint Committee up to date on any challenges in the various workstreams.

Resolved:

- A. That the HGGT Quality of Life Monitoring Strategy, as set out in Appendix A of the report, be agreed.
- B. That the updated HGGT Quality of Life Action Plan, as set out in Appendix B of the report, be agreed.
- C. That authority be delegated to the Acting HGGT Director to make minor amendments to the final HGGT Quality of Life Monitoring Strategy and Action Plan as required for final publication, in consultation with the Chair and Vice Chair of the Joint Committee, be agreed.
- D. That the recommendation to use HGGT Quality of Life Monitoring Strategy and Action Plan to benchmark and align the approach to community engagement across the Garden Town area, be agreed.

35 HGGT WATER LANE STRATEGIC SITE - "PROPOSALS FOR THE WAY FORWARD"

Peter van der Zwan, Principal Planning Officer, introduced the report on HGGT Water Lane Strategic Site – “Proposals For The Way Forward”.

The HGGT Vision is for early community engagement that brings local people into the conversation about the planned growth across the HGGT area. The Water Lane Stakeholder Engagement Proposal aims to enable the 5 Council partners and the developers of the Water Lane strategic site to communicate effectively with communities and stakeholders in a way that intends to build trust and ensures that the delivery of the Garden Town is the result of genuine collaboration. It will also assist in monitoring the performance of the development overall, in relation to Quality of Life.

The Developers understand that any development proposal for the Water Lane strategic site needs to be designed to deliver benefits for current residents and businesses of both Epping Forest and Harlow District Councils as well as integrate with existing services and communities. They are therefore proposing to embark on a programme of stakeholder engagement collaboratively with HGGT. The engagement will assist in understanding the needs of the broader community, how those needs can be met in line with policy requirements, as well as seeking to address concerns that residents may have about the new development.

The proposed approach to engagement is supported by the HGGT Quality of Life Framework as it would provide a baseline for measuring the social impacts of growth and change in the area. It would also help establish community-led stewardship by building relationships and social capital with local communities and increasing community influence in planning decisions. It would therefore be beneficial to link any proposed consultation with the HGGT Quality of Life Indicators.

This round of stakeholder engagement will be in 'listening mode' and is not intended to present masterplans or other proposals. Rather, feedback from these discussions will help inform and shape the masterplanning process. The expectation is that the programme will engage existing Parish Councils, Ward Members, community groups and representatives including resident groups and associations, and local businesses as a minimum. The opportunity to develop a Community Panel which puts local people at the heart of decision[1]making would also be explored.

This phase of the project is crucial for advancing proposals to develop the HGGT Water Lane strategic site. The Developers envisage that early engagement with stakeholders would help align development proposals with the needs of local residents and businesses which would in turn demonstrate the wider benefits to the community.

Following the decision of the Joint Committee, a project plan will be prepared collaboratively between the Developers and the HGGT partners, setting out a programme of events and agreed milestones. This would enable the stakeholder engagement to commence in January 2025 as proposed.

The Developers have also agreed to appoint and work in partnership with a third-party engagement consultant to help facilitate the stakeholder engagement process. This would ensure that the project receives the attention and expertise necessary for a successful implementation.

If approved, the Water Lane Stakeholder Engagement Proposal will lead to more informed decision making and better outcomes and will also enable the delivery of the HGGT Water Lane strategic site to advance to the next phase.

The Joint Committee commented on and agreed the recommendations in the report:

- The Joint Committee commented on how important it was to liaise with residents, developers and Councillors from the start.
- The Joint Committee noted that effective communication would be key to build trust and genuine collaboration with residents and developers.

Resolved:

- A. That the Water Lane Stakeholder Engagement Proposal as set out in Appendix A of the report, be endorsed.

- B. That any proposed consultation with the HGGT Quality of Life Indicators is to be linked, be agreed.
- C. That delegated authority to the Acting HGGT Director to finalise the consultation arrangements and programme as may be required, in consultation with the Chair and Vice Chair of the Joint Committee, be agreed.

36 HGGT 3-YEAR BUSINESS PLAN

Osian Evans, Acting HGGT Director, presented the HGGT 3 Year Business Plan (2025-2028) is set out in Appendix A. The three areas of the plan that require approval are the strategic objectives, the financial plan, and the annual programme of enabling work for 2025/26.

The strategic objectives section includes delivery themes and 3-year objectives for each of the key workstreams in the enabling programme of work. This section connects the Vision with the Programme's initiatives and is also a requirement stipulated in the IAA.

The financial plan assumes, for the purposes of modelling, that contributions are maintained at £120,000 per Council partner for 2025/26 and maintained at £150,000 per Council partner for subsequent years. It is important to note however - that the contributions from each Council partner are diminishing year on year. The HGGT Annual Programme of Work 2025-26

The HGGT Programme of Co-ordination and Enabling Work 2025/26 has been created and refined by the Executive Officers' Group with support from HGGT Lead Officers. It can be found at Appendix A with commentary found at Section 5.

The HGGT officers assessed the co-ordination and enabling work required to meet the HGGT agreed delivery themes as set out in the Business Plan.

This shows that, assuming £120,000 contribution from the 5 Council partners, income covers staff and running costs, as well as committed contracts, leaves no reserve to fund enabling new initiatives.

The Joint Committee commented on and agreed the recommendations in the report:

- The Joint Committee commented that securing finance was especially important with the changes due to happen in local government.
- The Joint Committee noted that they will continue to lobby Central Government for funding.

Resolved:

- A. That the HGGT 3 Year Business Plan (2025-2028), be approved.
- B. That the proposed 2025/26 HGGT Programme of Work set out at Appendix A of the report, be approved.
- C. That the HGGT 5 Council partners contribute £120,000 per partner for 2025/26 as set out in Appendix A of the HGGT Business Plan, be agreed.
- D. That the Strategic Objectives and 2025/26 Annual Programme of Co-ordination & Enabling Work, specifically with alignment to the HGGT vision, be noted.

37 HGGT PROGRAMME MANAGEMENT REPORT

Osian Evans, Acting HGGT Director, presented the HGGT Programme Management Report. This report provided the Joint Committee with oversight of progress against its agreed programme of work for 2024/25 which aims to progress delivery of its HGGT Vision.

This report provides the HGGT Joint Committee with key reporting benchmarks setting out at Appendix A the progress of the 2024/25 work programme noting the baseline programme agreed at the Joint Committee meeting held on 22 July 2024.

This approach to programme management will enable the Joint Committee to meet its formalised governance and audit responsibilities and to respond to key issues and emerging risks.

2024/25 Key delivery themes:

- Delivering the Garden Town Vision of quality, beautiful and sustainable places
- Enabling the Infrastructure Foundations for Growth
- Maximising and Accelerating Delivery with a focus on outcomes by 2025
- Ensuring our Governance is Fit for the Future

2024/25 programme priorities for the HGGT partnership:

- Enabling the HGGT Strategic Sites to come forward
- Enabling Achievement of HGGT Modal Transition Target
- Demonstrating and engaging with the community on the benefits of growth
- Delivery of the long-term stewardship arrangements

Central Government Funding has been made available to date to support the work of the HGGT partnership. This is the result of annual bidding rounds and while the funding is both welcome and essential, this approach creates uncertainty in planning for enabling and delivery work. Officers of HGGT will continue dialogue with HGGT partners and Government for future arrangements in an attempt to establish multi-year revenue funding agreements. Each council partner considers contribution to the HGGT partnership as part of the annual budget setting.

The Joint Committee commented on and agreed the recommendations in the report:

- The Joint Committee commented that with multiple sub-programmes it was very important to have robust governance on project management, in order to deal with future issues and risks.
- The Joint Committee also noted that with multiple sub-programmes it becomes important to keep cost forecasts for different work streams under control.

Resolved:

- A. That the Programme Management Report, as set out in Appendix A of the report, be noted.

38 ANY OTHER BUSINESS

It was noted that there was no other business for consideration by the Joint Committee.

39 DATE OF THE NEXT MEETING

The Joint Committee noted that their next meeting would be on Tuesday 1st April 2025 at 6.30pm.

40 EXCLUSION OF PUBLIC AND PRESS

Exclusion: To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
15	EXEMPT HGGT PROGRAMME MANAGEMENT REPORT	3

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

41 HGGT PROGRAMME MANAGEMENT REPORT

Osian Evans, Acting HGGT Director, presented the exempt continuation of the HGGT Programme Management Report.

The Joint committee were informed that the first product in the Integrated HGGT Programme Dashboard was the 5 Year HGGT Master Programme which shows the key delivery activities taking place over the next 5 years in the Development Sites, Infrastructure and Wider Regeneration Sub Programmes.

The second product featured in the Integrated HGGT Programme Dashboard was the Level 0 Strategic Risk register, which contains the top 10 risks in the programme, their risk rating and the mitigating actions associated with them.

The top 3 programme risks were of particularly high importance for comment from the five council partners. Under existing HGGT governance, they are expanded upon in this report.

These risks are:

- Delivery of Gilston planning permissions, Section 106 Agreement & HIG Spend.
- Modal Transition Implementation & Delivery Plan for the STC's
- Land Assembly Complexities

The Joint Committee commented on and agreed the recommendations in the report.

Resolved:

- A. That the HGGT Master Programme for Delivery featured in the HGGT Level 0 Integrated Programme Dashboard Appendix A of the exempt Programme Management Report, be noted.
- B. That the top 10 programme risks and proposed mitigation actions in the Level 0 Strategic Risk Register featured in the HGGT Level 0 Integrated Programme Dashboard in Appendix A of the exempt Programme Management Report, be noted.

Report to: HARLOW AND GILSTON GARDEN TOWN JOINT COMMITTEE

Title: 'HGGT Re-imagining How We Can Travel Differently',
(HGGT Modal Transition Delivery Framework)

Report Reference: JC-013-2024/25

Date: 01 April 2025

Report Author: Cassiem Jeppe, HGGT

Enclosures: Appendix A:
'HGGT Re-Imagining How We Can Travel Differently'

Recommendations/Decisions Required:

The HGGT Joint Committee is asked to:

- A. Approve the update of the Modal Transition Delivery Framework 'Re-Imagining How we Can Travel Differently', (Framework), as set out in Appendix A.
- B. Recommend to Harlow and Gilston Garden Town (HGGT) Council partners that the Framework and the update to progress remains considered in the evidence base for execution of highways and transport planning decisions. The paper will be used to lobby for additional funding streams, the aspirational programme estimated at £470k for 2025/26.
- C. Agree that an update on progress is further reported to the Joint Committee in Autumn 2025.

1. Executive Summary

- 1.1 The 5 Council partners have committed to transforming how current and future residents of HGGT can travel in the future as set out in the Local Plans of the three Local Planning Authorities in conjunction with the Local Transport Plans (LTPs) for the two County Councils. This ambition underpins the sustainable growth objectives of the Garden Town and aims to improve the quality of life for the community. The principles of the approach were formally agreed by the HGGT Board through the HGGT Transport Strategy which has been endorsed by each of the 5 Council partners concluding in October 2022.
- 1.2 Appendix A contains the Framework, 'HGGT Re-Imagining How We Can Travel Differently', which provides a high-level unfunded approach setting out a range of draft actions and interventions which aim to underpin the objectives as set out in the HGGT Transport Strategy.
- 1.3 The project consultants (ARUP) were commissioned to work with the HGGT 5 Council partners to develop the Framework.
- 1.4 This report provides an update to progress of the Framework 'Re-Imagining How we Can Travel Differently', (HGGT Modal Transition Delivery Framework), as set out in Appendix A.

2. Reasons for proposed Decision:

- 2.1 The HGGT Joint Committee has been formed by the 5 Council partners to develop and approve the HGGT Transport Strategy and oversee the implementation of the Transport Strategy. This includes the delegated function to develop and maintain an overarching programme plan of key activities required to deliver the HGGT modal shift targets.
- 2.2 The Framework will enable the 5 Council partners to programme and plan those initiatives working with the modal shift assumptions in planning permissions for the HGGT sites. It will also assist in seeking funding, where required, from other public and private sources. The HGGT 5 Council partners are also required, as part of the Housing Investment Grant (HIG) funding provided by Homes England, to evidence that progression towards achieving the modal transition target is being made.

3. Other Options for Action:

- 3.1 It could be determined not to approve the updated Framework and delivery plan presented at Appendix A and to take no further action in relation to it. This option as a course of action is not recommended. It would not support and enable the development of the 5 Council partners approach to sustainable travel and leave the HGGT Transport Strategy (endorsed by each HGGT Council partner) without further detail on proposed actions. It would also leave landowners, developers, community representatives and other stakeholders without further

guidance from the 5 Council partners on the steps towards meeting the agreed modal shift targets in the adopted Local Plans.

4. Introduction

4.1 The HGGT Transport Strategy was endorsed by the 5 Council partners in October 2022 to give weight in Planning decision-making for the three Local Planning Authorities in conjunction with the Local Transport Plans (LTPs) for the two County Councils.

4.2 The Transport Strategy developed the HGGT Vision in respect of the key principles for Healthy Growth through a focus on sustainable movement as set out in the Local Plans. It is also consistent with the principles of the Town and Country Planning Association Garden Community Guidance.

4.3 Alongside the objectives to improve air quality, health and wellbeing, reduce congestion and to deliver sustainable growth for the wider community, the Transport Strategy identifies a primary overarching objective:

- ‘50% of all trips starting and/or ending in the existing communities of Harlow Town should be by active and sustainable travel modes and 60% of all trips starting and/or ending in the new Garden Communities of Harlow & Gilston Garden Town should be by active and sustainable travel modes.’

4.4 The initiatives identified in the HGGT Modal Transition Delivery Framework are unfunded in the same way that the HGGT Local Cycling and Walking Infrastructure Plans (LCWIP's) and Infrastructure Development Plan (IDP) are unfunded plans.

4.5 The approval of these updates to the Framework by the HGGT 5 Council partners will assist officers in securing additional funding from a variety of sources including developer contributions and Government grants.

4.6 Similar to other documents relevant to transport (e.g. the HGGT Infrastructure Development Plan (IDP) and the HGGT LCWIP) the Framework is not a statement of agreed and committed actions to be taken by any or all the HGGT Council partners. It recognises that each community has a range of different challenges and opportunities.

5. Purpose Of The ‘HGGT Re-Imagining How We Can Travel Differently’ Framework

5.1 The 5 Council partners have committed to transforming how current and future residents of Harlow and Gilston Garden Town can travel in the future as set out in the Local Plans of the three Local Planning Authorities in conjunction with the Local Transport Plans (LTPs) for the

two County Councils. This ambition underpins the sustainable growth objectives of the Garden Town and aims to improve the quality of life for the community. The principles of the approach were formally agreed by the HGGT Board through the HGGT Transport Strategy which has been endorsed by each of the 5 Council partners concluding in October 2022.

- 5.2 The HGGT Transport Strategy established a clear set of mode share objectives and a set of principles which are aligned to the planned delivery of 23,000 new homes across the Garden Town area. The MTDf provided further data analysis showing that in practical terms this means shifting 40,000 existing daily car trips to sustainable modes, among the current 100,000 residents, by 2035. It also involves accommodating 70,000 daily trips by 2040 which will be associated with the growth of strategic sites around Harlow. The goal is to achieve 60% of new trips by sustainable modes with the residual being made by non-active private transport (i.e. cars)¹.
- 5.3 The teams focussing on the new garden community neighbourhoods around Harlow, all at different stages of planning and delivery, have been considering and responding to these principles, with the Gilston Villages the most advanced. However, existing communities must be supported through a range of travel options which are complimentary to the success of any of the new modal transition options and interventions currently being delivered as part of the Garden Town initiative. To date there has been less focus on the existing communities and what those options might be and how they might need to be funded.
- 5.4 The Modal Transition Delivery Framework set out a range of possible interventions which could, subject to funding and further detailed assessment and engagement, be implemented to achieve the objectives set out in the Transport Strategy. It sought to set out how the overarching mode share objective could be achieved under different scenarios through the prioritisation of initiatives. It also provided basic estimates of the scale of contribution different actions could make towards achieving the mode share objective.
- 5.5 The Framework provided evidence for the highways and transport authorities to consider in implementing and reviewing the Local Transport Plans which form the statutory transport plans covering the Harlow Gilston area.

6. Update to Progress – Modal Transition Delivery Framework Pathway

- 6.1 Updates to progress on the Modal Transition Delivery Framework Pathway (MTDF) Delivery Themes and Interventions are provided below.

¹ HGGT Modal Transition Delivery Framework [‘Re-imagining How We Can Travel Differently’](#) p.12

Delivery Theme	Increasing Bus Use
Intervention	Bus Service Improvement: Bus & Operational Services - Enhanced Bus Partnership
Current Status	<p>1. Bus Summit:</p> <ul style="list-style-type: none"> • Held in October 2024, • In attendance were stakeholders from the five council partners, various developers from the strategic sites and bus operators with a vested interest in the region, • The key focus was on the future of sustainable transport, • The discussions at the bus summit covered: <ul style="list-style-type: none"> ○ Current and future public transport services ○ Discussion on the benefits of buses, such as job access, health benefits, and reduced congestion ○ Simple bus network, reliable services, and low-emission buses. <p>2. Developer and Bus Operator Forum:</p> <ul style="list-style-type: none"> • Held in February 2025, • In attendance were stakeholders from the five council partners, various developers from the strategic sites and bus operators with a vested interest in the region, • The key focus was to update and have continued engagement with developers and bus operators, • Discussion points at the session included: <ul style="list-style-type: none"> ○ Overall Master Programme for growth and infrastructure ○ Data Dashboard and how the project collates information from consultations across the five council partners, creating a landscape that identifies current resident issues and needs and shapes future plans ○ Buses and how can we leverage commercial operators and developers to work together ○ Bike Hire scheme, including funding options to bring a trial scheme to HGGT (see below) alongside consultation with the bike share industry and learnings from similar schemes across the UK ○ Design Guide and how a potential update to the 2018 version can represent recent changes to the National Planning and Policy Framework, • Challenges and goals of bus provision were discussed with forum attendees, and

	<ul style="list-style-type: none"> • Presentation from Central Connect on the benefits of bus friendly housing developments and how reliable services can widen the new build buyer pool locally. <p>3. Harlow Bus User Group:</p> <ul style="list-style-type: none"> • First meeting held in January 2025 to discuss matters between interested parties, • The Chair of the group was Councillor Matthew Saggars, • Traffic conditions in Harlow were one of the main topics under discussion, and • Other topics included Harlow Bus Station and discussion with bus operators around the impact of ongoing roadworks to schedules.
Next Steps	<ol style="list-style-type: none"> 1. Future steps involve forming a virtual Enhanced Partnership group to achieve these goals and secure government funding for transport projects. 2. Continue to engage with developers and bus operators in various forums. 3. A follow up Developer and Bus Operators forum is scheduled for May. 4. Review information from residents highlighting improved bus services as a priority during the Garden Town's Your Quality-of-Life campaign in 2022, the topic was back on the Developer Forum agenda following HGGT's successful Bus Summit with local operators last autumn.
Delivery Theme	Increasing Shared Mobility and Active Travel
Intervention	Mobility Hubs: Harlow Stations
Current Status	<ol style="list-style-type: none"> 1. Essex County Council are working to scope potential improvements to the interchange areas at Harlow Town and Harlow Mill Railway Stations in order create transport hubs accessible by a range of sustainable transport modes. 2. The aim of future improvements would be to: <ul style="list-style-type: none"> • Create welcoming gateways to the town of Harlow, • Provide high quality waiting areas, • Facilitate a better range of travel options for visitors and residents, • Improve connectivity, • Make space around the stations safer, and

	<ul style="list-style-type: none"> • Help support an anticipated increase in passenger traffic of journeys to and from the Garden Town made by sustainable transport modes. <p>3. Improvements for Harlow Mill Station include:</p> <ul style="list-style-type: none"> • Proposed new bus stops, • New drop off bays, • New taxi spaces, • Improved walking and cycling facilities, and • A signalised crossing over the A1184 Cambridge Road. <p>4. Improvements for Harlow Station include:</p> <ul style="list-style-type: none"> • A new bus stop layout, • Relocation of the existing taxi bay, • New drop off bays on Station Approach, • A zebra crossing across the forecourt, • A new cycle route from Burnt Mill Roundabout, • A new cycle storage facility, and • A new one-way route for buses behind the multi-story car park to Edinburgh Gate. <p>5. A further study at Harlow Station was commission by HGGT and carried out by WW+P Architects.</p> <ul style="list-style-type: none"> • The project examined Harlow Town Station and its context to identifying opportunities for making the station a more effective multi-modal Hub and Gateway for Harlow and includes: <ul style="list-style-type: none"> ○ Looking at proposals for a Transport Interchange South of the station ○ Potential for a northern access ○ Reviewing the adequacy of existing station buildings for future growth including ensuring suitable capacity and accessibility options. • A Combined Options Sifting Workshop was held with key partners • The Workshop identified that to create a viable Gateway to Harlow and wider HGGT area, any proposal requiring planning permission would also need to consider flood risk, sustainable drainage, Biodiversity net gain and soft landscaping, appropriate lighting and surfacing materials. These considerations will assist making the future expanded Mobility Hub a well-designed and connected Place and destination.
Next Steps	<p>1. Early engagement has taken place with the HGGT groups in 2024, illustrating the vision for improvement. Further</p>

	<p>engagement with stakeholders and business will help understand how the changes will impact those in the local area.</p> <p>2. Reaching out to active travel groups, accessibility groups and rail users.</p> <p>3. Review of Combined Options Sifting Workshop recommendation and final report.</p>
Intervention	Cycle Hire Scheme
Current Status	<ol style="list-style-type: none"> Currently finalising scope with proposal for scheme to incorporate 220 bikes. Review analysis of pros and cons of e-bike only vs mixed vs manual only. Include approach to achieving social value goals and review deprivation map for insight into social value. Scoping circa 60 parking bays where bikes would be required to be parked. Cycle hire will be available across Harlow. Engagement with developers and bus companies at developer forum. Focus on links to rail stations and town centre. Exploring funding options including a developing a list of all funding options: recording likely amount available, progress to date and likelihood and effort to access funds. Review impact of reducing bike numbers. Undertake a site visit and lessons learned with table of examples of successes, failures and relevant factors. Consulting with bikes share industry. Identifying e-scooter and integration with other active travel modes. Creating procurement schedules with technical documents for scheme. Launch date in 2025 subject to approvals and funding being available
Next Steps	<ol style="list-style-type: none"> Further engagement with the members and industry for validation. Funding mechanisms and options - recommended approaches. Decisions required on how to fund investment and if the financial requirement are achievable. Decision on continuing to procurement. Prepare for expansion to Gilston and other development and attraction areas.

	<p>6. Create an external stakeholder engagement group (sponsorship and private funding).</p> <p>7. Review potential to aggregate developer financial contributions via S106 mechanism.</p>
Intervention	Transport Review Group
Current Status	<ol style="list-style-type: none"> 1. Undertake study to provide an understanding of possible strategic relationships and interactions between the hierarchy of TRG's including the finalised Gilston TRG and other transport monitoring relationships within HGGT. 2. Option and recommendations to be provided on design of a template to enable a consistent approach to "Monitor and Manage" approaches across different HGGT strategic sites in Essex, as far as possible reflecting the characteristics of different locations covering: <ul style="list-style-type: none"> • Membership, • Roles and responsibilities of different parties, • Funding, • Decision making/escalation routes, • Implementation of actions, • Enforceability of targets and remedial actions, and • Suggested clauses for Section 106 agreements. 3. Identification of key "Monitor and Management" opportunities for small urban sites within the remainder of the HGGT area outside of strategic sites especially any relevant standard conditions/Section 106 clauses. This include recommendations on the pooling and management of contributions. 4. Investigation of options for and recommendations on wider approaches to co-ordination of "Monitor and Manage" across the whole HGGT area, including any necessary staffing and resourcing, and what form and function this co-ordination should take. 5. Provide guidance and recommendations on implementation of modal share targets on both individual sites and across HGGT, which includes <ul style="list-style-type: none"> • How to effectively monitor all modes (baseline and ongoing) including forms of monitoring, scoring and reporting mechanisms, • Review of progress at key trigger points, • Agreement of actions when targets are not met, and • Prioritising use of different funding streams to implement agreed measures if targets are not met.

Next Steps	<ol style="list-style-type: none"> 1. Final report comments. 2. HGGT partner agreement on implementing report recommendations.
Intervention	Active Travel Behavioural Change (Sustrans)
Current Status	<ol style="list-style-type: none"> 1. HGGT has secured £95k UK Shared Prosperity Funding from East Herts (£20k), Epping Forest (£40k) and Harlow District Council (£35k) to deploy resource targeting Active Travel initiatives within the Garden Town area. 2. HGGT has contracted Sustrans to provide Active Travel Officer capacity (1.2 FTE) working solely within the Garden Town to meet KPIs as agreed with the funding authorities through a signed SLA. 3. The KPIs are to work with 3 schools, 3 workplaces and attend/exhibit at 3 community events. 4. Currently working with 4 primary schools in Harlow and 2 workplaces and have exhibited at community events. 5. Event took place in the Discover Harlow Hub on 6 December 2024, attended by 40 people across the day. <ul style="list-style-type: none"> • Attendees partook in discussions on active travel with Cllr Gunn in attendance, • A Raffle Prize giveaway to took place with 3 prize winners, and • Bike accessories were sold at trade prices. 6. A winter coat donation saw 10 adult and kids coats donated to Harlow Food Bank, 7. Carried out Hands Up pupil surveys in each of the schools, 8. 3 of the 4 schools have participated in Bling Your Helmet competition which is a creative crafting exercise encouraging the use of cycling safely, 9. Engaged with Wrights Flour and Princess Alexandra Hospital. Both have had site audits carried out. Wrights have had their staff travel surveyed and a course of interventions will now be planned out, 10. PAH will enable Sustrans to carry out a staff travel survey in March 2025, 11. Harlow College and Motability have both expressed an interest and introductory meetings to take place in coming weeks, 12. One community event has been delivered so far back in July at the Voluntary Sector exhibition in the Harlow Water Gardens where 20 people were engaged on active travel. A dedicated

	<p>cycling event is planned for Feb half-term (20th Feb) at Harlow Museum,</p> <p>13. Engaged schools: St Luke's, St Albans, Hare Street, Potter St,</p> <p>14. Sessions held last term were successful and included:</p> <ul style="list-style-type: none"> • Assemblies, • Dr Bike, • Be Bright Be Seen, • Bling your helmet, • Hands-up survey, and • Parent survey.
Next Steps	<ol style="list-style-type: none"> 1. Checking and reporting to continue. 2. Marketing and Comms. 3. Monthly Report & Fortnightly check-ins. 4. Data from the surveys will be reviewed by HGGT. 5. Sessions planned for Spring 2024 for: <ul style="list-style-type: none"> • Cycle skills, • Learn to Ride, and • Air quality assembly. 6. Big Walk and Wheel Competition to be held.
Intervention	Pedal Power
Current Status	<ol style="list-style-type: none"> 1. The project was launched in 2021, and targets disadvantaged areas in Essex, including Basildon, Canvey Island, Clacton & Jaywick, Colchester, and Harwich & Dovercourt. 2. The project is locally led by Rainbow Services in partnership with Harlow Council, Active Essex, and HGGT. 3. The initiative has already provided around 4,000 bikes across Essex. 4. A dozen Harlow residents received free bikes in December 2024, through the Essex Pedal Power project, funded by Sport England and HGGT. 5. Additional funding received to extend the reach and impact of the project. 6. Initiative aim to distribute 221 bikes to eligible residents, promoting active lifestyles and offering benefits like improved physical and mental health, and better access to training, employment, and education. 7. First Essex Pedal Power giveaway took place on 21 December 2024 at Downs school. <ul style="list-style-type: none"> • 13 out of 21 bikes which were made available were successfully issued to Harlow residents,

	<ul style="list-style-type: none"> The event was attended by Cllr Gunn, Cllr Brown and Chris Vince MP, Sickness and inability to demonstrate sufficient cycling proficiency were factors in those that were not issued (follow-up sessions have been booked to support those skills), and HGGT water bottles were issued alongside other cycling safety and security accessories. <p>8. Further giveaway planned for 8 March 2025:</p> <ul style="list-style-type: none"> 41 bikes available to be issued on the day, 101 applications have been received, Referral process proceeding as planned, and Wider comms to be further extended in Spring.
Next Steps	<ol style="list-style-type: none"> Continue the scheme to promote healthy, affordable, and sustainable travel options, and its role in revitalizing Harlow's cycle culture. Marketing and Comms and various social media platforms. Bike Safety Training and Learn to Ride initiative in March 2025 Next Bike Giveaway in August 2025.
Intervention	Modal Transition Delivery Framework - Legislation Review
Current Status	<ol style="list-style-type: none"> Legislation Review completed and to be shared by March 2025. Action Plan draft received from Arup. Arup worked with HGGT Comms on a blog to showcase framework for modal transition which has been shared with social networks. Delivery Pathway being updated.
Next Steps	<ol style="list-style-type: none"> The review will require updating to ensure that the report reflects present day scenarios for determining planning applications in the HGGT area including the new NPPF 2024 policy to consider Vision and Validate.
Intervention	Local Cycling Walking Implementation Plan Refresh
Current Status	<ol style="list-style-type: none"> Project initiation.
Next Steps	<ol style="list-style-type: none"> Scoping will commence once the EHDC LCWIP has reached its conclusions.
Delivery Theme	Pricing and Parking
Intervention	Essex Planning Officer's Association (EPOA) Parking Guidance for Garden Communities and Large-Scale Development

Current Status	1. Approved by Essex Planning Officers Association.
Next Steps	<p>1. HGGT Partner Council Local Planning Authorities are taking the following positions on the parking guidance:</p> <ul style="list-style-type: none"> • EFDC – endorsing the guidance, • EHDC – having regard to the guidance and they will consider how to revise existing parking guidance policy as part of their local plan review in due course. • HDC - endorsing the guidance and will consider further implications at the appropriate stage of the forthcoming Local Development Plan Review.

6.2 Updates to progress on Interventions in the Modal Transition Delivery Framework (MTDF) are provided in the table below.

- The Ranking in the table was obtained from dialogue with the transport Leads from the Partner authorities as part of the Sustainable Mobility Workstream (SMW); this was then scored in moderation to provide the HGGT SMW Ranking.
- The MTDF timelines are the dates proposed within the HGGT Modal Transition Delivery Framework.
- The HGGT proposed intervention timeline are the proposed dates to commence and continue the proposed interventions.

Delivery Themes	Intervention	Partnership Priority Ranking	2024		2025		2026	
			MTDF	HGGT	MTDF	HGGT	MTDF	HGGT
Roads, Streets and Neighbourhoods	Healthy School Street	H						
	Liveable/Healthy Street	M						
	Active Neighbourhoods	L						
	Town Centre Parking Strategy	M						
Increasing Bus Use	STC Service Provision Specifications	H						
	Bus Service Improvement	H						
	Villages DRT	L						
	Harlow Ticketing / MaaS / Price Cap	L						
Increasing Shared Mobility and Active Travel	Shared Mobility Framework	H						
	Mobility Hubs	H						
	Car Cubs	L						
	Cycle Storage linked to LCWIP	L						
	E-Bike Scheme	M						
	Cycle Hire Scheme	H						
Targeted Engagement Programmes	School Travel Scheme	M						
	Pathfinder Businesses	M						
	Community Champions	M						
	Business Engagement	M						
	Marketing and Comms Plan	M						
Pricing and Parking	Residential Travel Support	L						
	Parking Management Strategy	H						
Sustainable Freight & Deliveries	Strategic Sites Parking Management Strategy	M						
	Last Mile deliveries	L						
Monitoring / Evaluation	Scheme Monitoring	H						
	Periodic Travel Survey	M						
					Commenced work on this item			
					MTDF timeline			
					HGGT proposed intervention timeline			

6.3 The proposed Interventions for the 2025/26 programme are for the Modal Transition Delivery Framework Pathway (MTDF) are provided in the table below:

Active Travel (50-60% Modal Shift)	Delivery Themes	Intervention	Scope	Approximate Cost for Progressing Intervention 25/26
	Roads, Streets and Neighbourhoods	Healthy School Street	Conduct and trial of 5 locations using the an assessment tool to understand and improve the designing of streets to promote public health and active travel. To include walking, cycling, and accessible for everyone, with public realm features including, cover and shade, seating, reduced traffic noise, and good air quality. The objective of Healthy Streets should be to create areas and environments where people are encouraged to be physically active and spend time outdoors instead of relying on vehicles usage.	£75,000
		Liveable/Healthy Street		
		Active Neighbourhoods		
		Town Centre Parking Strategy	Develop a HGGT Parking Strategy to include Town Centre parking, strategic sites, developments, private sites, regional parking, park and rides and access to mobility hubs and key attractions points like stations.etc.	
	Increasing Bus Use	STC Service Provision Specifications	Co-ordinate and develop an overall HGGT Bus Strategy (initial mapping out). To include integration of systems and services across the network. Frequency, cost timetables to service existing communities and proposed developments in a staged approach based on housing trajectories. Engage with bus teams across region and	£125,000
		Bus Service Improvement		
		Villages DRT		
		Harlow Ticketing / MaaS / Price Cap		
	Increasing Shared Mobility and Active Travel	Cycle Hire Scheme	A continuation of the the next stage of feasibility study for cycle hire intervention with additional modes of E-Bikes and E-Scooters included. Assurance to understand how this fits into the wider active travel agenda, mobility hubs and STC routes. (no capex fuding)	£65,000
		Mobility Hubs	Wider co-ordinated approach to active travel interventions across HGGT with a focus on Mobility Hubs, what this means to HGGT and how it will serve communities and the wider transport network, attraction points and the STC.	£85,000
		Car Cubs		
		Cycle Storage linked to LCWIP		
		E-Bike Scheme		
		Shared Mobility Framework		
	Targeted Engagement Programmes	School Travel Scheme	Maintain curent activities and engage further with school	Funded from existing Shared Prosperity Funding
		Pathfinder Businesses	travel plan and Sustrans. Promote an agenda of	
		Community Champions	beahavioral change to active travell and healthy	
		Business Engagement	neighborhoods.	
		Marketing and Comms Plan		
	Pricing and Parking	Residential Travel Support		
		Parking Management Strategy	Develop a HGGT Parking Strategy to include Town Centre parking, strategic sites, developments, private sites, regional parking, park and rides and access to mobility hubs and key attractions points like stations, etc. (Include the Town Centre Parking Strategy)	£45,000
	Sustainable Feight & Deliveries	Strategic Sites Parking Management Strategy		
		Last Mile Deliveries		
	Monitoring / Evaluation	Scheme Monitoring	Design of monitoring network and implementation of initial sites to start a reporting tool for data collection and further analysis. This will aid in understanding progress and milestones and contribute to funding applications.	£75,000
		Periodic Travel Survey		
	Proposed HGGT 2025/26 Intervention			

7. Next Steps

7.1 Once the updates to progress on the MTDf is endorsed the next steps are:

- Take forward prioritised initiatives as per MTDf,
- Conduct further work to better understand the scope, cost, deliverability of a priority set of these interventions for 2026/27,
- Use MTDf to support and evidence for planning and transport decisions,
- Identify and lobby for additional funding streams to deliver the 2025/26 interventions, and
- Continue to update Delivery Pathway and report back to Joint Committee.

7.2 Implications – Resource and Funding Implications:

- The initiatives identified in the Framework are unfunded.
- The priority set of interventions for 2025/26 totalling £470k, means that significant additional resources will be required to be able to deliver the further scope and subsequently deliver specific Framework interventions.

8. Equalities and Diversity - Equality Impact Assessment:

Is this a new policy (or decision) or a change to an existing policy, practice or project?	No
Describe the main aims, objectives and purpose of the policy or decision	To provide an overarching framework for pursuing Modal Transition interventions for HGGT to achieve its strategic transport objectives
What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?	NA
Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	No – it is only a framework at this stage
Will the policy or decision influence how organisations operate?	No – it is only a framework at this stage

Will the policy or decision involve substantial changes in resources?	No – it is only a framework at this stage
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	Yes – it seeks to integrate with those
What does the information tell you about those groups identified?	N/A
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	N/A
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	Extensive consultation took place on the Transport Strategy that sets the policy context for this Framework. Further consultation will be undertaken on initiatives prior to implementation as required.
Use this section to assess any potential impact on equality groups based on what you now know.	
Age, Disability, Gender, Gender reassignment, Pregnancy/maternity, Marriage/civil partnership, Race, Religion/belief, Sexual orientation	Assessment of impact on equality groups will be made as part of progressing individual initiatives.
Does the EqIA indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No

HGGT Vision Assurance

1. What principles of the HGGT Vision does this seek to achieve?

Healthy Growth through a focus on sustainable movement

2. What steps have been taken to ensure the HGGT Vision is embedded into the project?

The Framework sets out a range of potential actions which aim underpin the objective of sustainable travel, improving air quality and reducing congestion. The Framework also provides a long-term vision of the types of interventions that may contribute towards the achievement of the modal objectives.

Appendix A: ‘HGGT Re-Imagining How We Can Travel Differently’

HGGT

HARLOW & GILSTON
GARDEN TOWN

RE-IMAGINING HOW WE CAN TRAVEL DIFFERENTLY

OCTOBER 2024



Harlow and Gilston Garden Town

Re-Imagining How We Can Travel Differently

Reference:

Final | 11 October 2024

This report takes into account the particular instructions and requirements of our client.
It is not intended for and should not be relied upon by any third party and no
responsibility is undertaken to any third party.

Job number

Ove Arup & Partners Limited
8 Fitzroy Street
London
W1T 4BJ
United Kingdom
[arup.com](https://www.arup.com)

Document Verification



Project title Harlow and Gilston Garden Town
Re-Imagining How We Can Travel Differently

Document title HGGT Re-Imagining How We Can Travel Differently


Job number 297278- 00

Document ref v.5

File reference

Revision	Date	Filename	191223_HGGT Modal Transition – Draft for Comment		
	19/12/2023	Description	Modal Transition – Draft for Comment		
			Prepared by	Checked by	Approved by
		Name	CF/DP/SZ	CW	RG
		Signature			
	02/02/2024	Filename	120224_HGGT Modal Transition Framework– Final		
		Description	Harlow and Gilston Garden Town Modal Transition Framework		
			Prepared by	Checked by	Approved by
		Name	CF/DP/SZ	DP	RG
		Signature			
	19/06/2024	Filename	190624_HGGT Re-Imagining How We Can Travel Differently – Final		
		Description	Harlow and Gilston Garden Town Re-Imagining Travel Framework – update following comments		
			Prepared by	Checked by	Approved by
		Name	SZ	CW	RG

Signature

19/06/2024	Filename				190624_HGGT Re-Imagining How We Can Travel Differently – Final
	Description				Harlow and Gilston Garden Town Re-Imaging Travel Framework – update following comments
	Prepared by				Checked by
	Approved by				
	Name	SZ	CW	RG	
	Signature				

Issue Document Verification with Document

☒

Contents

Foreword	1	3.8 Private Sector Car Parking	21
Executive Summary	2	3.9 Employment Profile	22
1. Introduction	3	3.10 Travel Behaviour	23
1.1 Background	3	4. Challenges and Opportunities	24
1.2 Purpose of this Framework and Approach to Implementation	4	4.1 Challenges	24
1.3 Summary of Approach and How to Use This Framework	5	4.2 Opportunities	29
2. Context and Setting the Challenge	6	5. Benefits Map	33
2.1 HGGT Vision	6	5.1 Benefits Map Methodology	33
2.2 HGGT Modal Transition Objectives and Funding Conditions	7	5.2 Garden City Principles and Benefits	34
2.3 Measuring Mode Share and Global Comparisons	8	5.3 Logic Map	35
2.4 Case Study 1 – Odense, Denmark	9	5.4 Mapping Benefits	36
2.5 Case Study 2 – Houten, Netherlands	10	6. Framework Methodology	37
2.6 Example Mode Share Targets from Other Cities	11	6.1 Overview	37
2.7 Optimal Path to Achieving the Modal Transition Objectives	12	6.2 Strategies, Programmes and Interventions	38
2.8 Factors that Influence Future Modal Shares	13	7. Framework Themes	39
3. Baseline Transport Profile	14	7.1 Introduction	39
3.1 The Challenge – Mode Share	14	7.2 Road, Streets and Neighbourhoods	40
3.2 The Challenge – Demand	15	7.3 Increasing Bus Use	50
3.3 Baseline Mode Share Results (Stantec)	16	7.4 Increasing Shared Mobility and Active Travel	59
3.4 Mode Share: All Trip Types	17	7.5 Targeted Engagement Programmes	68
3.5 Mode Share: Commuting	18	7.6 Rebalancing the Cost of Travel	77
3.6 Trip Duration: All Trip Types	19	7.7 Sustainable Freight and Deliveries	86
3.7 Transport Network – Relative Cost of Car and Bus	20	8. Scenarios	94
		8.1 Introduction	94
		8.2 Exemplar: Harlow	95
		8.3 Exemplar: Strategic Sites	96
		8.4 Ambition: Harlow	97

8.5	Ambition: Strategic Sites	98
8.6	Business as Usual: Harlow	99
8.7	Business as Usual: Strategic Sites	100
9.	Summary	101
9.1	Delivery Themes Pathway	101
9.2	Illustrative Sequencing for Gold Scenario	102
9.3	Combined Delivery Pathway	103
9.4	Conclusions, Recommendations and Next Steps	104

Tables

Table 1: Comparison of mode share with Odense, Denmark	9
Table 2: Comparison of mode share with Houten, Netherlands	10
Table 3: Main car park capacity and charges in Harlow	21
Table 4: Description of roads, street and neighbourhoods components	41
Table 5: Summary of local impact of roads, streets and neighbourhoods components	42
Table 6: Summary of delivery and funding considerations for roads, streets and neighbourhoods components	43
Table 7: Indicative HGGT area-wide programme costs for roads, streets and neighbourhoods components	44
Table 8: Component summary table for roads, streets and neighbourhoods	45
Table 9: Prioritised roads, streets and neighbourhoods programmes and timeframes for delivery (short term focus)	46
Table 10: Prioritised roads, streets and neighbourhoods programmes and timeframes for delivery (long term focus)	47
Table 11: Description of increasing bus use components	51
Table 12: Summary of local impact of increasing bus use components	52

Table 13: Summary of delivery and funding considerations for increasing bus use components	53
Table 14: Indicative HGGT area-wide programme costs for Increasing Bus Use components	54
Table 15: Component summary table for increasing bus use	55
Table 16: Prioritised increasing bus use programmes and timeframes for delivery (short term focus)	56
Table 17: Prioritised increasing bus use programmes and timeframes for delivery (long term focus)	57
Table 18: Description of shared mobility and active travel components	60
Table 19: Summary of local impact of shared mobility and active travel components	61
Table 20: Summary of delivery and funding considerations for share mobility and active travel components	62
Table 21: Indicative HGGT area-wide programme costs for Increasing Shared Mobility and Active Travel	63
Table 22: Component summary table for shared mobility and active travel	64
Table 23: Prioritised shared mobility and active travel programmes and timeframes for delivery	65
Table 24: Prioritised shared mobility and active travel programmes and timeframes for delivery (long term focus)	66
Table 25: Description of targeted engagement programme components	69
Table 26: Summary of local impact of targeted engagement components	70
Table 27: Summary of delivery and funding considerations for targeted engagement components	71
Table 28: Indicative HGGT area-wide programme costs for targeted engagement programmes	72

Table 29: Component summary table for targeted engagement programmes	73
Table 30: Prioritised targeted engagement programmes and timeframes for delivery (short term focus)	74
Table 31: Prioritised targeted engagement programmes and timeframes for delivery (long term focus)	75
Table 32: Description of rebalancing the cost of travel components	78
Table 33: Summary of local impact of rebalancing the cost of travel components	79
Table 34: Summary of delivery and funding considerations for rebalancing the cost of travel components	80
Table 35: Indicative HGGT area-wide programme costs for rebalancing the cost of travel	81
Table 36: Component summary table for rebalancing the cost of travel engagement programmes	82
Table 37: Prioritised rebalancing the cost of travel programmes and timeframes for delivery (short term focus)	83
Table 38: Prioritised rebalancing the cost of travel programmes and timeframes for delivery (long term focus)	84
Table 39: Description of sustainable freight and deliveries components	87
Table 40: Summary of local impact of sustainable freight and deliveries components	88
Table 41: Summary of delivery and funding considerations for sustainable freight and deliveries components	89
Table 42: Component summary table for sustainable freight and deliveries programmes	90
Table 43: Prioritised sustainable freight and deliveries programmes and timeframes for delivery (short term focus)	91
Table 44: Prioritised rebalancing the cost of travel programmes and timeframes for delivery (long term focus)	92

Table 45: Indicative modal transition impact by trip type (Exemplar: Harlow)	95
Table 46: Indicative modal transition impact by trip type (Exemplar: Strategic Sites)	96
Table 47: Indicative modal transition impact by trip type (Ambition: Harlow)	97
Table 48: Indicative modal transition impact by trip type (Ambition: Strategic Sites)	98
Table 49: Indicative modal transition impact by trip type (BAU: Harlow)	99
Table 50: Indicative modal transition impact by trip type (BAU: Strategic Sites)	100
Table 51: Delivery themes pathway	102
Table 52: Delivery pathway	103

Figures

Figure 1: Comparison of commuting mode shares – Harlow and other towns and cities (2021 Census Journey to Work [JtW])	8
Figure 2: Odense tramway opened in 2022	9
Figure 3: Odense foot and cycle bridge	9
Figure 4: Strategic transport map of Houten	10
Figure 5: Houten neighbourhood cycle path	10
Figure 6: Recommended path to achieving the modal transition objectives for HGGT	12
Figure 7: Factors not within and within HGGT's control	13
Figure 8: The challenge - modal share	14
Figure 9: The challenge – total demand forecasts	15
Figure 10: Baseline modal share survey results (Stantec, 2023)	16

Figure 11: Mode split by trip type - HGGT: Stantec survey (2023) England-wide: NTS0409	17
Figure 12: Method of travel to work - Census (2011 and 2021); Stantec surveys (2023)	18
Figure 13: Trip duration, Stantec residential surveys (2023)	19
Figure 14: Car parking costs against public transport ticket pricing	20
Figure 15: Jobs located within Harlow by sector (Source: Nomis data, 2022)	22
Figure 16: Internal and external trips (Harlow Economic Development Strategy, 2023)	23
Figure 17: Internal and external trips by mode	23
Figure 18: Relationship between strategies, programmes and interventions	38
Figure 19: Harlow cycling catchment	40
Figure 20: Harlow bus catchment	40
Figure 21: Harlow driving catchment	40
Figure 22: Existing bus travel catchment for Harlow	50
Figure 23: Town Centre and Templefields Walking Catchment	59
Figure 24: Existing Cycle Routes and Proposed LCWIP Routes	59
Figure 25: Mode shift STARS – Centre of Excellence for the delivery of Effective Travel Plans in Education, Business and Residential Settings	68
Figure 26: Car vs Public Transport Accessibility	77
Figure 27: British Business Bank eco-friendly delivery strategy	86

Foreword from Councillor Swords

Harlow & Gilston Garden Town (HGGT) not only has the potential to deliver 23,000 new homes and 20,000 new jobs but can create a fun and healthy place where people live, work and play.

Underpinned by safe and sustainable ways to move around, this ambitious growth is led by HGGT's five council partnership and it will benefit the people already living in Harlow plus the new communities that will be delivered in the future.

We have already set modal shift targets for this growth in our award winning HGGT Transport Strategy and now we must make those objectives a reality.

This framework gives us the starting point, recognises we have challenges, and aims to be genuinely pioneering in its approach.

It is also the result of extensive research, analysis, consultation and collaboration among the HGGT partners and stakeholders.

Current data says 23% of people in Harlow use cycling, walking and buses as their primary mode of travel with HGGT looking to double that number across the town in the future, increasing to 60% for residents living in the new Garden Town communities.

Prioritising active travel also comes with huge health benefits for the wider population.

Not only will it reduce air pollution from vehicles but increases physical activity, helping combat obesity and all of the diseases associated with it, enabling our entire community to lead longer and healthier lives.

The palette of possible interventions is vast; the transport sector is going through significant and rapid changes and demographically, attitudes are changing alongside working patterns.

With this comes the opportunity to do something significantly different on the concept of active travel and provide alternatives for people.

We will use this work to open conversations with both Government and developers and ask that they join with us to collate a catalogue of information that highlights how modal transition can happen in an urban/rural area.

Our aim is to show the transformative effect of this approach, as a key enabler for the wider regeneration of the Garden Town, and a catalyst for sustainable economic growth.

I hope that this report will inspire and inform all those who are involved or interested in the HGGT project, and that it will serve as a useful guide and reference for the delivery of the modal transition.

I would like to thank everyone who has contributed to the development of this report, and I look forward to working with you all to implement the Framework and achieve our modal transition goals.



Cllr Dan Swords - Chair of the Joint Committee

Harlow and Gilston Garden Town

Executive Summary

This Framework sets out how the modal transition objectives established in the HGGT Transport Strategy (2022) could be achieved. It aims to guide HGGT and its partner organisations on the types of projects, schemes and interventions that will contribute towards the achievement of the modal transition objectives.

Significant levels of engagement have been undertaken with local authority officers, senior local authority leadership, elected members, developers and other key stakeholders throughout the development of the Framework.

Through detailed interrogation of the existing work plan, it is clear that on the current trajectory, there is low confidence that the highly ambitious targets that HGGT and partners have signed up to will be met within the proposed timeframes. The Framework aims to demonstrate how HGGT may be able to progress on its journey from where it is now to meeting the modal transition objectives.

Significant sums of Central Government-allocated funding has conditioned the need to demonstrate progress towards the achievement of the Transport Strategy modal objectives. Further, a modal transition is critical to realising the Gibberd vision and to ensure a sustainable future for HGGT and surrounding communities.

To assist with planning the transition activities and anticipating outcomes resulting from different initiatives, a logic map was developed to embed the benefits into the outputs, outcomes and objectives. The aim of the logic map is to show a clear rationale between the Transport Strategy outputs, desired outcomes and benefits – all linking back to the stated objectives. This benefits map will ensure that benefits are not viewed in isolation, but rather demonstrate how interventions can generate multiple benefits simultaneously and how benefits may span across different outputs and outcomes. These wider benefits will support the transition by helping to unlock various different funding streams and opportunities, for example around health.

Across the HGGT area, recent surveys have indicated that there is currently a 23% sustainable travel mode share. This means to achieve the Transport Strategy objectives, a more than doubling of the current share by active and public transport modes from today's figures is required. This is equivalent to approximately three times as many sustainable travel trips by 2040.

The optimum path to achieving the modal transition objectives will need to adapt to economic and societal changes and the success of committed infrastructure schemes. Public acceptability and cost are key constraints. If publicly acceptable measures do not achieve the required behaviour change, then higher impact measures or further investment in existing measures may be needed to achieve the desired outcome. Most successful modal transition delivery strategies rely on a mix of better services, promotions, and effective demand management interventions.

The Framework has been set out according to six themes:

- Roads, streets and neighbourhoods
- Increasing bus use
- Increasing shared mobility and active travel
- Targeted engagement programmes
- Rebalancing the cost of travel
- Sustainable freight and deliveries

These themes reflect the key areas of targeted intervention that will contribute to modal transition in HGGT. None of these themes alone will deliver the modal transition objectives for HGGT, however, delivering a mixture of interventions across all the themes will result in a more sustainable shift in behaviours.

Three scenarios were developed to provide an indication of potential pathways to achieving the HGGT modal transition objectives, ranging from falling behind (i.e. BAU), to trailing the target timeframes, to being on-track to achieve the objectives (i.e. Exemplar).

1. Introduction

1.1 Background

Arup has been commissioned by Harlow and Gilston Garden Town (HGGT) to produce a framework to support- the re-imagining of how people can travel differently in Harlow. The purpose of this Framework is to set out how the modal transition objectives established in the HGGT Transport Strategy (2022) could be achieved under different scenarios. This Framework includes a prioritised pathway of transport focused interventions that are either at various stages of planning, design and delivery, or have been developed and identified through this work. All to achieve the ultimate aim of a modal transition to more sustainable modes of transport.

As part of the development of this Framework, stakeholder engagement has been a critical influencing factor. Significant levels of engagement have been undertaken with local authority officers, senior local authority leadership, elected members, developers and other key stakeholders.

One of the key outcomes of the Framework, and the development of it, has been focused on knowledge transfer, with the aim of influencing the organisational approach to the challenge within the five HGGT partner authorities, comprised of ECC, EFDC, EHDC, HDC and HCC. This will be crucial to the effective execution of the Framework and achievement of the modal transition objectives.



1.2 Purpose of this Framework and Approach to Implementation

As stated in section 1.1, a Framework is required in order to give HGGT and its partner organisations a clear pathway to how it will achieve the modal transition.

The Framework has been prepared to guide decision makers in the immediate next steps to be taken along the pathway to achieving the modal transition objectives established within the HGGT Transport Strategy and secured through various planning agreements with developers. It also provides a long-term vision of the types of projects, schemes and interventions that will contribute towards the achievement of the modal objectives.

Whilst significant work has been progressed to date, by a wide range of different partners, the actions within the Transport Strategy and the long- list of transport interventions that have been developed to support the strategy, have not been prioritised in such a way that the impact and relative contribution towards the modal share objectives can be considered and fully understood.

The purpose of this Framework is to give the right level of information to decision makers to enable them to make an informed choice, and have a view on, the pathway to the achievement of the modal transition, which is required to support sustainable development in the HGGT area.

The Framework has sought to review all identified schemes, and using professional judgement, of the consultancy team and local authorities, as well as comprehensive research and benchmarking, to ascertain whether these schemes will be sufficient, in their current form, to meet the objectives.

Through this detailed interrogation of the existing work plan, it is clear that on the current trajectory, there is low confidence that the highly ambitious targets that HGGT and partners have signed up to will be met within the proposed timeframes.

As such, a number of themes around different elements of transport and movement have been investigated to understand where there may be opportunities to develop further programmes and interventions that could be

delivered to close the modal transition gap. This is the intention of the delivery pathway – to demonstrate how the HGGT area may be able to progress on its journey from where it is now to meeting the sustainable travel objectives.

These themes have contained within them a wide range of components that could be considered challenging to deliver, socially, technologically, economically (cost), environmentally and politically. It should be noted that the ultimate aim of this Framework is to show what is required to meet the modal objectives. It is recognised that this is one of many outcomes that the authorities involved are seeking to achieve. To address this, we have also developed a benefits map to show how other wider societal benefits can be achieved through the delivery of the theme components.

In summary, the key purposes of this Framework comprise using it as:

- 1 **A tool to leverage s106 funding contributions from Developers that will support achievement of the modal objectives.**
- 2 **A mechanism to obtain funding from governmental departments.**
- 3 **A pathway to discharge the conditions of the Housing Infrastructure Grant.**
- 4 **A technical base and supporting information for Local Transport Plans (whether they are existing and/or emerging).**

It is important to note that this is a Delivery Framework that is currently unfunded, not a statutory document and significantly extends the scope of the IDP, therefore a clear objective will be to use it as a “hook” to leverage financial support.

The following sub-section overleaf talks about how the Framework has been developed, who the users of the Framework are and how it is intended that they use the Framework in their roles to support the required modal transition.

1.3 Summary of Approach and How to Use This Framework

This Framework has pulled together significant amounts of existing context, through a comprehensive diagnostic review. This has included a review of existing contextual information around HGGT area-wide movement and transport. It has also involved a deep dive into existing plans, policies and strategies which are likely to influence the ability of the five HGGT partner authorities to deliver modal transition. This also included a benchmarking review of similar places that are seeking to achieve similar modal transition outcomes.

Following this diagnostic review, challenges and opportunities have been identified, which have then been worked through into a benefits framework mapping exercise. The objective of this is to illustrate what wider benefits can be realised to improve the lives of the people of the HGGT area and future residents, through the changes being implemented to achieve the modal transition.

The Framework then seeks to set out the delivery plan requirements under a number of different scenarios and this is explained through a number of identified themes, such as ‘roads, streets and neighbourhoods’ and ‘increasing bus use’.

The Framework then goes into detail under each of these themes, identifying who is responsible for delivery, the indicative cost range, and what is the expected modal transition that can be achieved through successful delivery of each programme or intervention that are contained within these themes.

These details have been informed from comprehensive desktop research and benchmarking, and detailed discussions and workshops with officers working across all of the HGGT partner councils.

These programmes and interventions are all then subsequently brought together in the delivery pathway, which sets both short-term (next 2 years) and long-term (up to 2040) actions that will need to be undertaken to achieve the objectives.

How to use this Framework

This Framework will have different uses for different parties all responsible for various elements of influencing movement choices across the HGGT area.

HGGT and Partner Councils

This Framework will be a critical piece of work that can be used by HGGT and councils to ensure that there is a clear pathway to the modal transition that needs to happen. This will act as their guiding framework to know what to do next, when to do it, how long it will take to deliver and to gain an indication of the likely impact and contribution towards the set objectives.

Developers

Developers bringing forward plans will need to demonstrate alignment with this Framework and propose development that is complementary, whilst also being cognisant of the phasing of the transport programmes.

Local Authority Officers and Decision Makers

Local Authorities will use this Framework to aid planning decisions, enabling them to robustly respond to planning applications and support them in discussions with developers.

Residents and Local Interest Groups

This Framework should give residents comfort that there is a clear pathway that has been established to understand what needs to happen, and when, to ensure the sustainable delivery of growth in the HGGT area.

Stakeholders and Businesses

It is crucial that wider stakeholders (e.g. public transport operators) and local businesses and public sector groups such as schools and the local NHS trust are fully brought into the Framework. It will be crucial for their support to be gained for the Framework to be deliverable and for the transition required to be achieved. They will use this Framework to inform future business planning through understanding the long-term vision for the HGGT area.

2. Context and Setting the Challenge

2.1 HGGT Vision

Harlow has grown from a vision shaped by Gibberd: *‘an organism which would go on changing and being rebuilt as the needs of the people changed.’*

Sustainable development, health and wellbeing of residents, and better connecting Harlow as it grows are now among the key needs of people currently and going forward.

It is important to remember that HGGT is not starting from scratch:

- Gibberd designed Harlow for cycling and walking
- Harlow is already well-connected to urban areas and nature

Modal transition is critical to realising the Gibberd vision



2.2 HGGT Modal Transition Objectives and Funding Conditions

There are two key elements that form the requirements around the modal transition objectives. These are critical as they underpin the Transport Strategy, but also significant sums of Central Government-allocated funding that conditions the need to demonstrate progress towards the achievement of the stated objectives. This is set out in more detail below.

Modal Transition Objectives

50 % by of all trips starting and/or ending in the **existing** settlement area of Harlow Town should be by **active and sustainable travel modes**.

60% by 2033 of all trips starting and/or ending in the **new** Garden Communities of Harlow & Gilston Garden Town should be by **active and sustainable travel modes**.

Key takeaways:

- Existing residents and the travel within the HGGT area needs to achieve Modal Transition to reach the 50% sustainable mode objective.
- New strategic sites being delivered across the HGGT area will need to *establish* how the modal objective will be achieved, what they are delivering to ensure this and how they will get to 60%.

Grant Determination Agreement (GDA) Part 1 - Transport Monitoring

For the Housing Infrastructure Grant, wording has been agreed that states: that the Grant Recipient shall provide:

- Further transport **monitoring and evaluation** if requested by the Department for Transport, including, but not limited to, the monitoring and evaluation of travel plans including sustainable and active modes;
- Details of **potential approaches** to meeting this requirement

Key takeaways:

- Clear and effective Monitoring and Evaluation Plan is required showing the baseline information and the pathway to achieving the requirements.
- The Framework will need to set out the range of potential approaches to meet the requirements, for both existing HGGT area residents and those in the future.

2.3 Measuring Mode Share and Global Comparisons

Most towns and cities in the UK do not monitor their mode share. Measuring mode share is only possible through travel surveys or potentially using innovative techniques such as monitoring mobile phone data, although this comes with its own challenges.

An indication is usually inferred through Census-collected data by assessing the mode used to commute. However, the 2021 Census was undertaken during the Covid-19 pandemic when travel patterns were impacted. The Census is also only undertaken every 10 years, meaning change can be hard to monitor on a more granular basis.

The Department for Transport (DfT) does undertake an annual National Travel Survey (NTS), but this covers the whole UK and the sample size is too small for regional analysis.

Some larger cities conduct ongoing mode share analysis, for example Transport for London (TfL) produce annual Travel in London reports.

The chart on the right is a summary of the 2021 Census commuting mode share for Harlow and other towns and cities. Harlow currently has a relatively high car mode share, low amounts of working from home and moderate public transport and active mode share.

Harlow's high motorised mode share for journey to work compared to WFH and active travel could be attributed to the labour market profile of the town set out in the transport baseline. The sociodemographic mix of the area, comparative expenses of sustainable transport options compared to the car, national reduction in passenger transport use following Covid-19, lack of investment to maintain active travel routes and passenger travel options, the lack of flexibility of sustainable transport, and the reliability of services are also contributing factors.

Other examples of lower car use have been in historical settlements. Cities and towns with constrained road networks (such as Cambridge, Delft or Pontevedra) or modern suburbs designed to support low vehicles use (Vauban or Houten example overleaf) have significant road capacity constraints, which support uptake of different modes of transport. However, there are also other examples of cities delivering higher shares of sustainable

travel through investment in a range of infrastructure alongside the right transport policies. The specific challenge in Harlow is that the existing transport and urban realm has historically prioritised vehicle movements between neighbourhoods which alongside trends in higher car ownership, the relative costs of different modes and location of employment has made driving the dominant transport model.

2021 Census - Journey to Work

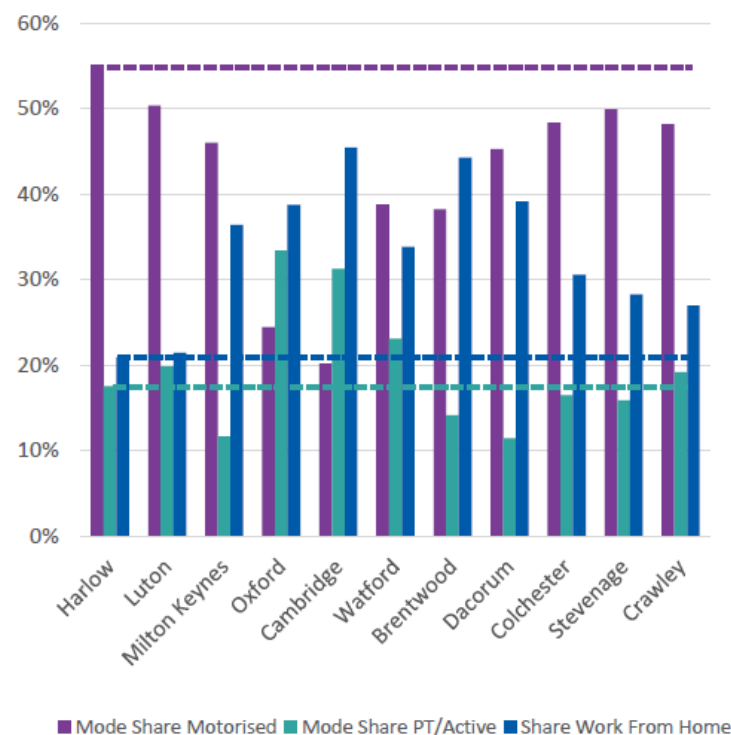


Figure 1: Comparison of commuting mode shares – Harlow and other towns and cities (2021 Census Journey to Work [JtW])

2.4 Case Study 1 – Odense, Denmark

Odense is the third largest city in Denmark, located 100 miles from Copenhagen. It has been successful in increasing the share of both active transport and public transport, whilst reducing traffic.

Local public transport is provided through a light rail or tram system (opened in 2022) and buses which are connected to neighbouring communities through active transport. The tramway was constructed on previous highway which was seen to be creating severance for active and public transport in the city. Odense also developed an integrated ticket system for use across modes, and a low emission zone operates in the centre of the city.

Odense has targeted campaigns in place to increase the level of active travel within the city. This includes bike friend campaign, a cycling coach scheme and walking challenge. These campaigns are alongside investment in cycling infrastructure. For example, the main railway station has ample cycle storage and there is over 540 km of bicycle paths.



Figure 2: Odense tramway opened in 2022

Table 1: Comparison of mode share with Odense, Denmark

	Odense	Harlow
Population	175,245	93,566
Public Transport Mode Share	26%	14%
Population Density	2,280.74/km2	3,058/km2
Motorised Share	28%	77%
Cycle Usage	50% of all central trips done by bike	2.6% of adults cycling for travel at least 3 times per week



Figure 3: Odense foot and cycle bridge

2.5 Case Study 2 – Houten, Netherlands

Houten is a suburb on the outskirts of Utrecht, Netherlands. Like Harlow, it was a “new town” however it was designed specifically to maximise cycle and public transport access over the private car.

Vehicles are only able to leave neighbourhoods via the ring road whilst the neighbourhoods are connected by dedicated walking and cycling routes. This means that active transport is faster for nearly all short journeys and external journeys can still be made by car. Key trip attractors such as schools are located on the active transport spine.

Houten actively promotes sustainable travel through behavioural change programmes. These, combined with innovative design features and the city’s persistent policies to favour cyclists and pedestrians, have resulted in numerous measured benefits, including improved cyclist and pedestrian safety, increased activity levels of residents, and reduced air quality impacts.

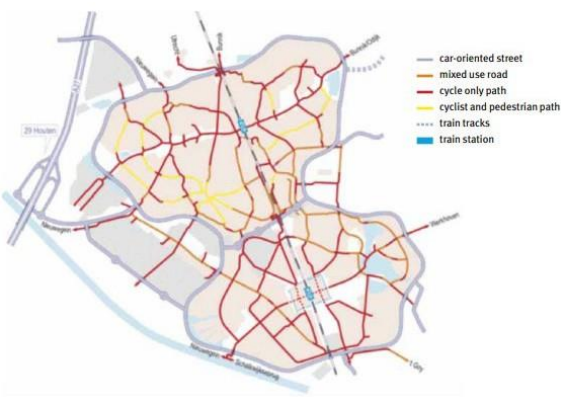


Figure 4: Strategic transport map of Houten



Figure 5: Houten neighbourhood cycle path

Table 2: Comparison of mode share with Houten, Netherlands

	Houten	Harlow
Population	49,911	93,566
Cars per 1000 residents	415	564
Population Density	914/km2	3,058/km2
Public Transport Mode Share	11%	14%
Motorised Share	45%	77%

2.6 Example Mode Share Targets from Other Cities

London

Target: 80% of trips by Public and Active Transport by 2041

Baseline: 65% of trips by Public and Active Transport (2022)

Historical change: London Has achieve a 12% increase in sustainable mode share from 2000 to 2022.

Key components of **strategy**:

- Continued investment in public transport including bus in outer London, local rail services and tube.
- Healthy Streets programme to encourage walking and cycling and new active travel infrastructure.
- Denser development, public transport accessible areas.
- Utilising further road pricing if required.

Greater Manchester

Target: 50% of trips by Public and Active transport by 2040

Baseline (2018): 40% of trips by Public and Active Transport

Historical change: No evidence of transformative modal shift to sustainable trips prior to creation of TfGM but

Key components of **strategy**:

- Control and reform the bus networks through franchising.
- Development of tram/train network.
- Integrated ticketing and improved rail service.
- Expansion of cycling infrastructure.
- Focus dense development on public transport corridors.

Other Areas

Target: Most regions cities target changes in specific modes or outcomes. Examples include:

- **DFT:** Net zero transport in U.K by 2050. DFT Decarbonising Transport
- **Wales:** 45% of journeys to be made by public transport, walking and cycling – by 2040.
- **Active Travel England:** 50% of trips in England's towns and cities are walked, wheeled or cycled by 2030
- **Oxford:** 50% increase in all cycle journeys within Oxford for all purposes by 2031.
- **Cardiff:** Increasing mode share of sustainable modes from 51% to 75% by 2030.
- **Edinburgh:** 30% reduction in kilometres (KMs) travelled by car by Edinburgh residents.

2.7 Optimal Path to Achieving the Modal Transition Objectives

The optimum path to achieving the modal transition objectives will need to adapt to economic and societal changes and the success of committed infrastructure schemes.

Public acceptability and cost are key constraints, but the most impactful modal shift policies have included potentially controversial measures such as restricting certain traffic movements and some form of pricing mechanisms for travel.

To get public support better public and active transport needs to be delivered so residents have more viable choices other than private car. If publicly acceptable measures do not achieve the required behaviour change, then higher impact measures may be needed which may include greater use of vehicle restraint or pricing.

Most successful modal transition frameworks rely on a mix of better services, promotions, effective pricing and restraint measures.

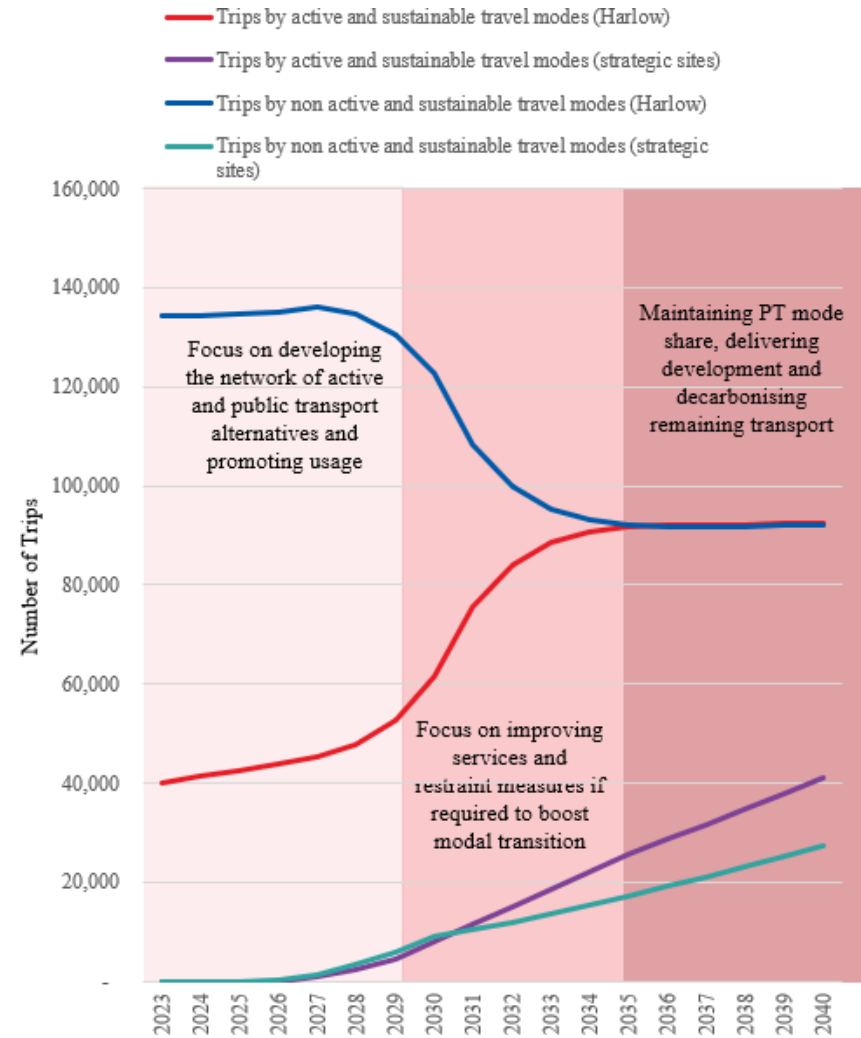


Figure 6: Recommended path to achieving the modal transition objectives for HGGT

2.8 Factors that Influence Future Modal Shares



Figure 7: Factors not within and within HGGT's control

There are many factors that influence travel, and hence mode share, that are not within the direct control of HGGT partners. The factors outside HGGT's control will influence what needs to be delivered to meet the modal transition objectives. These will change over time and will also impact the success of each individual intervention. Future "background" changes are uncertain and will require flexibility in strategies and plans to be able to respond.

Key examples of factors outside HGGT's control that impact any planned strategy are:

- **Travel demand changes** induced by Covid-19.
- **Fuel price** spikes changing behaviours.
- The role of **smartphones** in transport which are changing the way people plan journeys and the preferences of travellers.
- **Online retailing** changing leisure habits and society is adapting to people spending more time online rather than in person, reducing some leisure trips.
- **Population dispersal** due to technology.
- **Working from home** creating 'occasional' commuters who are harder to predict.
- Land use changes through permitted development rights (PDR) resulting in uncontrolled **distribution of key journey attractors/generators**.

3. Baseline Transport Profile

3.1 The Challenge – Mode Share

The area of significant challenge for the delivery of this Framework is the scale of the modal transition required. The current mode share for sustainable transport, whilst reasonable for the context of the HGGT area, is still far below the future modal objectives. The challenge of implementing this change and what that means for overall numbers of people travelling by sustainable modes is an important consideration when developing the prioritised interventions. The challenge is illustrated in the figure below.

In line with the HGGT Transport Strategy:

- Active and sustainable transport = walk, cycle, bus, train
- Non-sustainable transport = vehicle passenger or driver

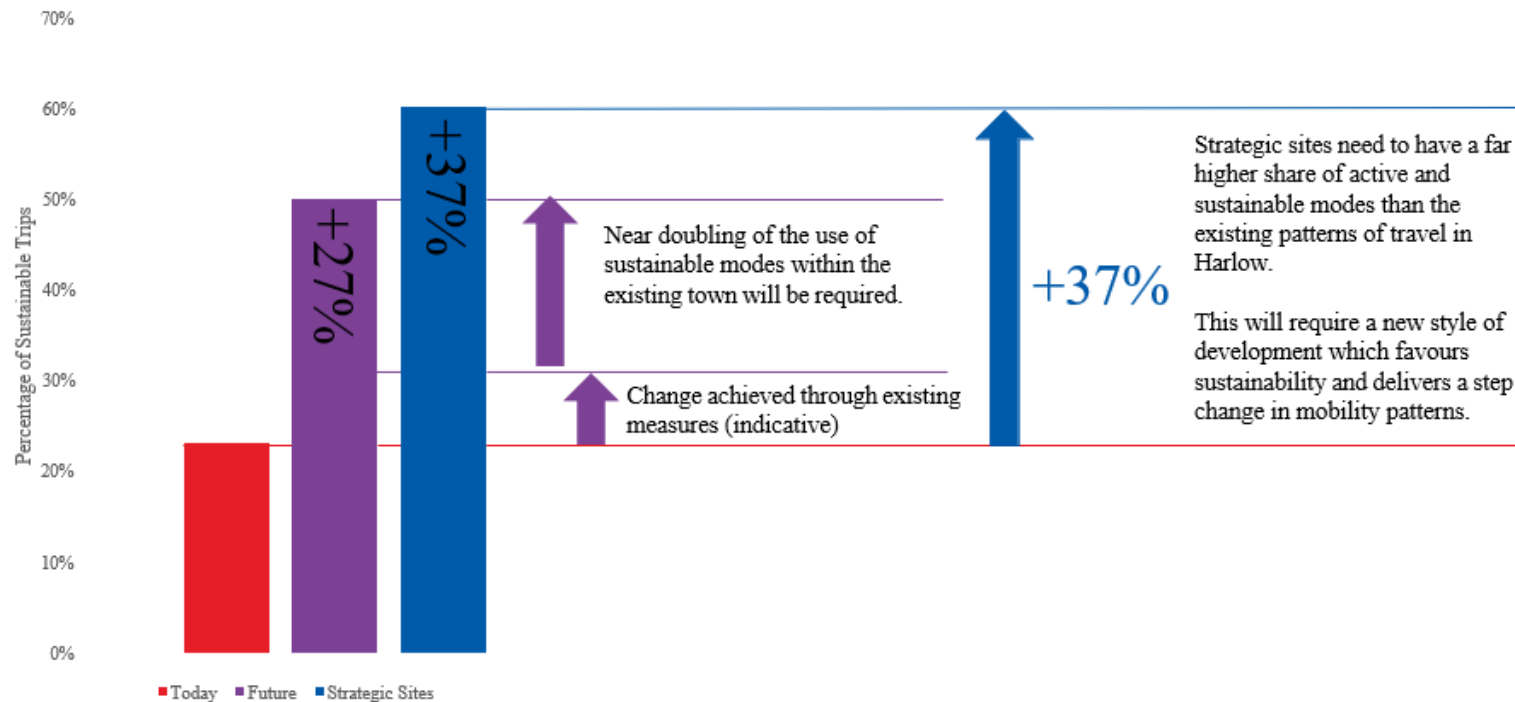


Figure 8: The challenge - modal share

Harlow and Gilston Garden Town

| Final | 11 October 2024 | Ove Arup & Partners Limited

Re-Imagining How We Can Travel Differently

3.2 The Challenge – Demand

The modal transition objectives, coupled with the expected population increases correlate to a significant increase in the number of trips to be made by sustainable modes:

- + 90,267 (+216%) trips per day if there is no reduction in the trip rate (trips per person per day).
- + 48,157 (+115%) trips per day if there is a reduction in the trip rate (trips per person per day).

The capacity of the active and public transport network will need to match this anticipated demand.

The reduction in the non-sustainable mode share results in non-sustainable trip reducing moderately from 2021 with the growth projections.

It should be noted that previous studies on the number of trips, used in support of the Local Plan, presented forecast trip rates which only considered vehicle trips in the peak periods for a wider area.

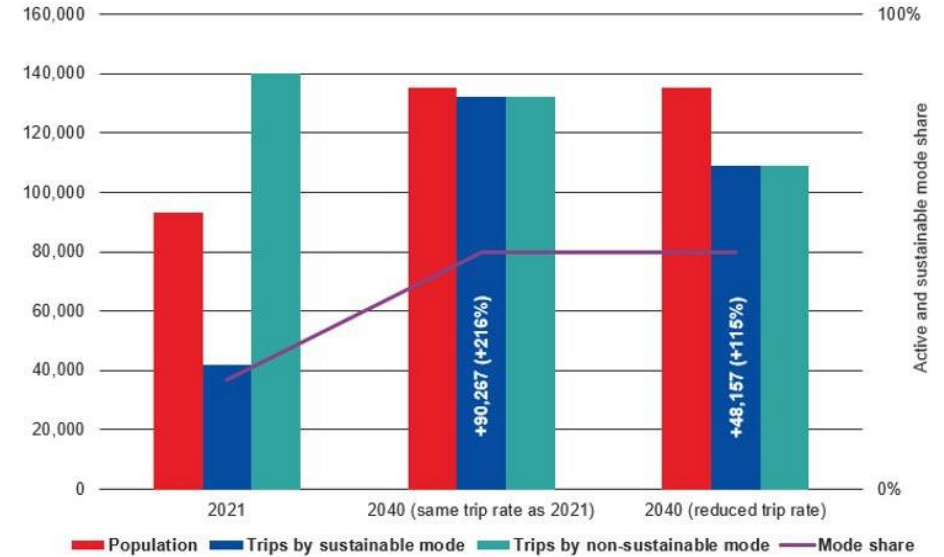


Figure 9: The challenge – total demand forecasts

Note:

2021 trip rate: 1.95 trips per person

Reduced trip rate: 1.61 trips per person (1% reduction per year)

Trip rates in the U.K have been falling due to changing leisure, retail and employment patterns, if these were to continue demand for travel on a per capita basis would fall.

3.3 Baseline Mode Share Results (Stantec)

To help inform the progress of the transport strategy and understand the baseline mode share in order to measure against targets, HGGT commissioned Stantec to undertake comprehensive travel surveys across the area of interest, in November 2022 and March/April 2023. Three types of surveys were undertaken.

Residential Surveys:

- 20,000 letters sent out
- 3% response rate

Employee Surveys:

- 1,900 business contacted
- 728 online-only responses, reduced to 135 valid responses with trip data

Retail/Leisure Surveys:

- Of 2,312 surveyed, 759 (33%) valid responses utilised

Key Issues / Limitations:

- Survey response was less than hoped but still provides reasonable statistical reliability.
- A clear methodology has been taken to ensure that sustainable modes are not overreported due to analysis of both trip stages and in totality.

The baseline mode share from the residential survey has been validated against Census 2021 (which asks specifically about travel to work), with the results not having significant variances, which confirms its robustness, considering the Census 2021 was undertaken during Covid, which resulted in some anomalies (e.g. less public transport use and more driving).

NTEM Data:

- National Trip End Model forecasts growth in trip production and attractions for use in transport modelling. 2023 NTEM data was extracted by Stantec for Harlow District using TEMPro software. Like any forecast model it partially only models the spatial reality in local areas.

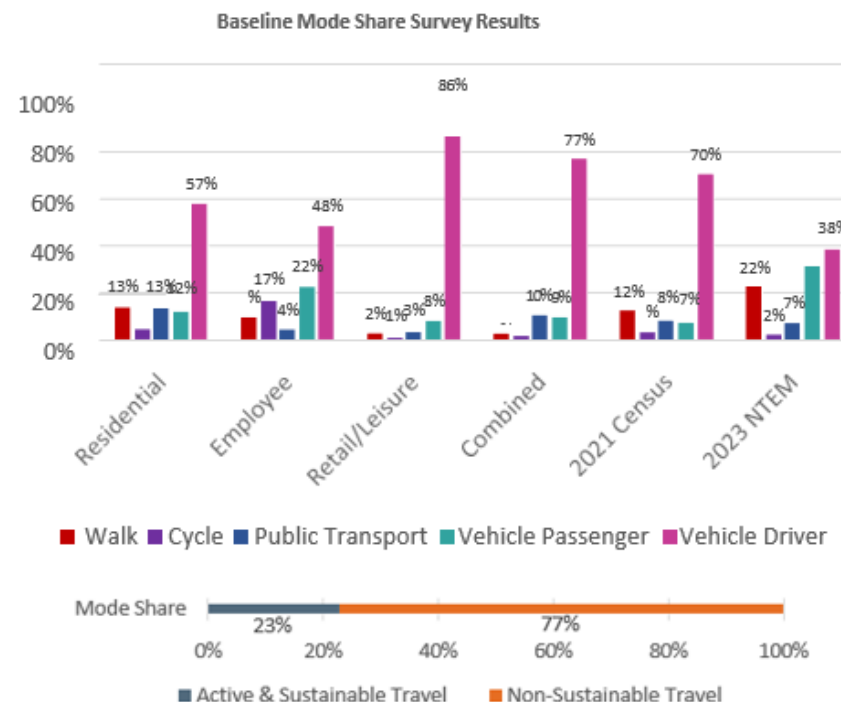


Figure 10: Baseline modal share survey results (Stantec, 2023)

3.4 Mode Share: All Trip Types

HGGT residents currently:

- **Rely on car** for commuting, shopping, escorting family members, personal business and leisure.
- **Show propensity for higher.**
- **uptake of walking** for commuting, escort and leisure compared to the England-wide average.
- **Show propensity for higher uptake of cycling** for business and shopping compared to the England-wide average.
- **Show propensity for higher uptake of public transport** for business, education/education escort, shopping and leisure compared to the England-wide average.

Combined (residential, employment, retail/leisure) surveys resulted in a baseline (2023) mode share of **23% of people using sustainable modes.**

Mode split by trip type

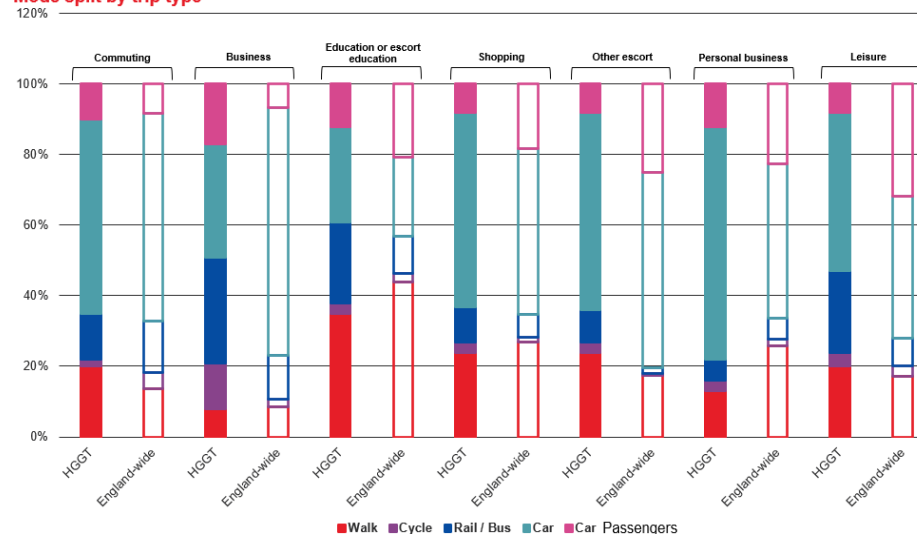


Figure 11: Mode split by trip type - HGGT: Stantec survey (2023) England-wide: NTS0409

Note:

The baseline mode share taken from the Stantec surveys was based on low response rate, and should therefore be treated with some caution (albeit evidence is provided to indicate it aligns with comparative data e.g. census).

3.5 Mode Share: Commuting

Commuting trips have been investigated for patterns and the following insights have been developed.

Compared to the ‘all trips’ mode share:

- **HGGT residents’ commuting trips** tend to be done more by sustainable modes than other trips.
- **HGGT employees’ commuting trips** tend to be done less by sustainable modes than other trips.

2021 compared to 2023:

- **Slight reduction in public transport use** (continued recovering from Covid-19).
- **Increase in walking and cycling.**

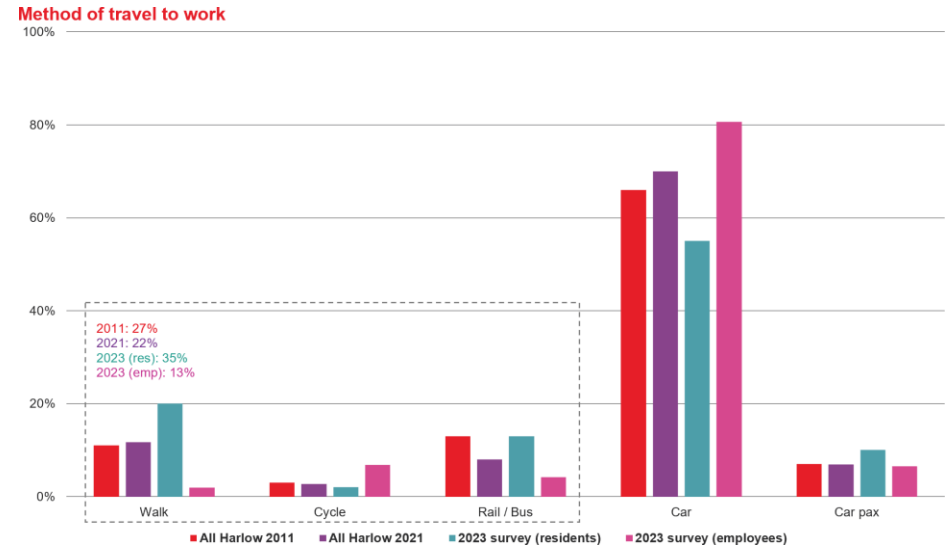


Figure 12: Method of travel to work - Census (2011 and 2021); Stantec surveys (2023)

Note:

The baseline mode share taken from the Stantec surveys was based on a low response rate and should therefore be treated with some caution (albeit evidence is provided to indicate it aligns with comparative data e.g. Census).

3.6 Trip Duration: All Trip Types

According to survey data of the HGGT area taken from the Stantec travel surveys (2023):

- The majority of trips surveyed have a duration of 11-30 mins.
- 54% of trips are internal to Harlow; 46% external.
- Opportunity to target 0-30 mins trips being undertaken by car with active and bus transport.
- Longer distance trips are more challenging to convert to sustainable transport modes.

In comparison the England-wide averages¹ are:

- **Walk:** 18 mins
- **Cycle:** 24 mins
- **Rail:** 82 mins
- **Bus (non-Lon):** 37 mins
- **Car:** 21 mins
- **Car pax:** 22 mins

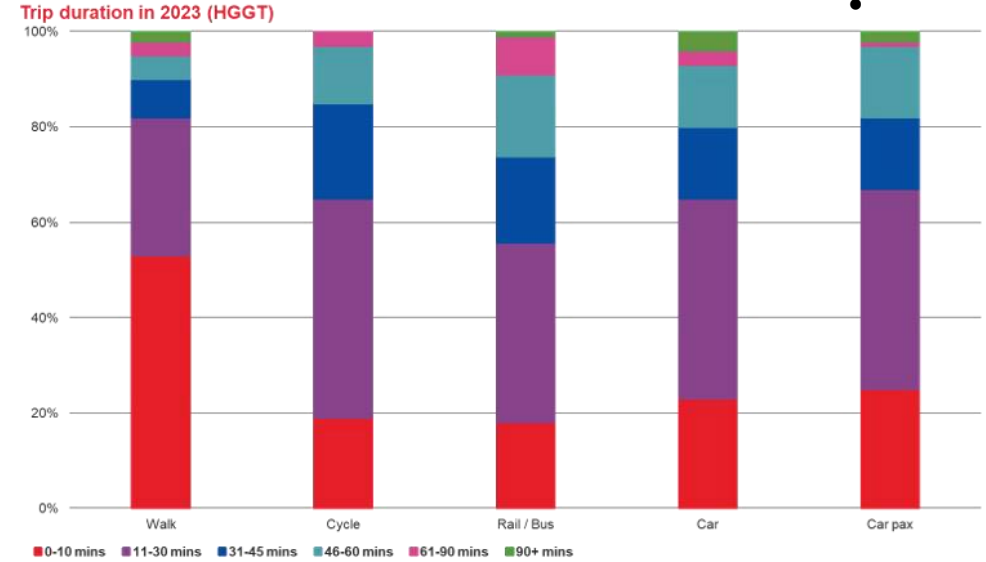


Figure 13: Trip duration, Stantec residential surveys (2023)

Duration of internal employment trips	49%	40%	7%	0%	0%
Duration of internal residential trips	48%	43%	5%	2%	1%

Note:

The baseline mode share taken from the Stantec surveys was based on a low response rate, and should therefore be treated with some caution (albeit evidence is provided to indicate it aligns with comparative data e.g. census).

¹ NTS, 2022 – NTS0303

3.7 Transport Network – Relative Cost of Car and Bus

The Bus Network Review for Harlow has been interrogated to understand how the attractiveness of bus compares to the attractiveness of driving.

The average bus fare for adult commuters is £0.25 more expensive than the average long-stay parking charge². The average bus fare for a leisure trip is £2.59 more expensive than the average short-stay parking charge.

Around 1/3 bus passengers are part of concessionary schemes and do not pay a full fare.

For larger family groups travelling by bus can be significantly more expensive than parking – where costs such as are shared.

Currently bus fares are £2 as part of a national bus fare cap, this will temporarily reduce the cost of travelling by bus for many trips.

This difference may therefore act to encourage more people to use private car over bus when making commuter and leisure trips.

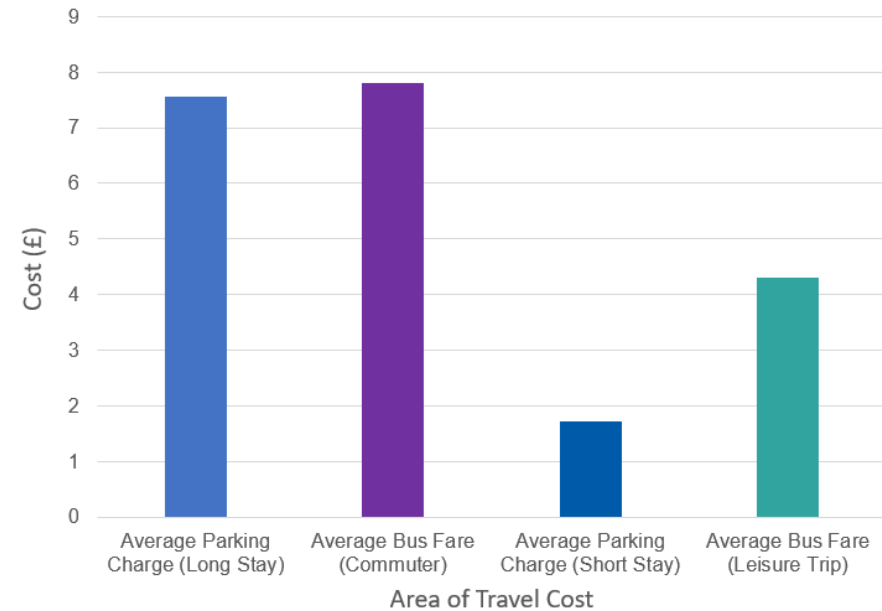


Figure 14: Car parking costs against public transport ticket pricing

² It is noted that the bus fares relate to an adult fare per person whereas car parking charges are per vehicle.

3.8 Private Sector Car Parking

Parking in central retail and employment areas of Harlow is relatively low cost and provided by private businesses for customers or for employees.

Key car parking observations:

- Many hospitably and leisure business are likely to continue to want to provide free parking to attract customers in a competitive market.
- For many retail business, providing free car parking ensures competitiveness with out-of- town retail or online retailers and cost of provision is relatively low.
- Providing employees with parking ensures they competitive with other employers and providing the equivalent public transport discount as a benefit has additional tax implications.
- With many employers providing free parking and many employees having free parking at home (either off-street or on-road) increasing the share of employers commuting by public transport over medium and long distances can be challenging.

Car Park	Number of Spaces	Charges (Weekday - approx. 2 hours)
The Water Gardens	1200	£0.90 for 2 hours
Queensgate Centre	842	Free (customers only)
The Harvey Centre	731	£1.10 for 2 hours
Terminus Street	678	£3 for 2 hours
Harlow Town Station	673	£2 for 2 hours
The Oaks Retail Park	382	Free (customers only)
Post Office Road	139	£1.25 for 2 hours

Table 3: Main car park capacity and charges in Harlow

3.9 Employment Profile

Harlow's economy has a high quotient of public sector employment including:

- Harlow College (400)
- Harlow Council (400)
- The Princess Alexandra Hospital (3,500)

In the private sector the employment market has a higher-than-average employment in sectors like Retail (22%) and in the public-private sector with Health and Social work (19%). Much of Harlow's private sector employment is in businesses of under 100 people and their sustainability is vital to ensuring the local economy is growing.

The shift patterns in many of many occupations requires early morning and late evening commutes, this may favour car journeys and alternatives need to provide a competitive service outside core hours or equivalent levels of safety and security in early morning and evening such as lighting and maintenance of paths.

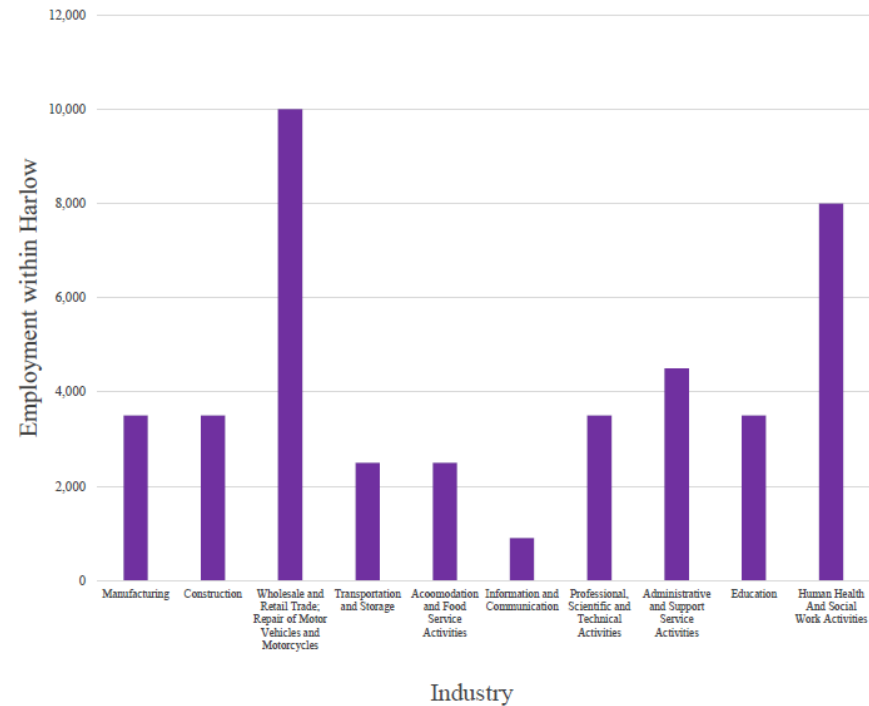


Figure 15: Jobs located within Harlow by sector (Source: Nomis data, 2022)

3.10 Travel Behaviour

Various sources of information have been interrogated to infer travel behaviours, the key points to note are that:

- In Harlow, there is broadly balanced commuting flows (slightly tilted toward outflow of commuters – 16,000 inflow compared to 16,500 outflow). There is generally an inflow nationally for towns and cities, due to their role as employment hubs.
- Internal travel is by 34% sustainable modes (with walking accounting for 21%) and indicates already significant car sharing (9% internal passenger trips compared to in/out travel).
- Only 11% sustainable travel into Harlow.
- Travel from Harlow appears more sustainable at 22% - reflecting significant travel to work in London.

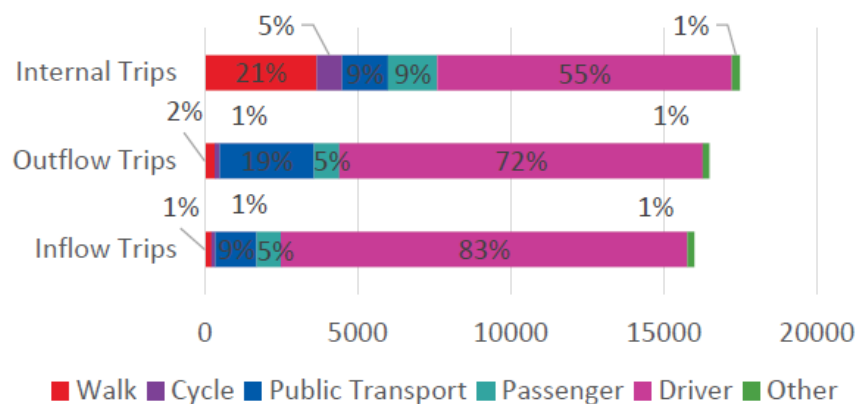


Figure 16: Internal and external trips (Harlow Economic Development Strategy, 2023)

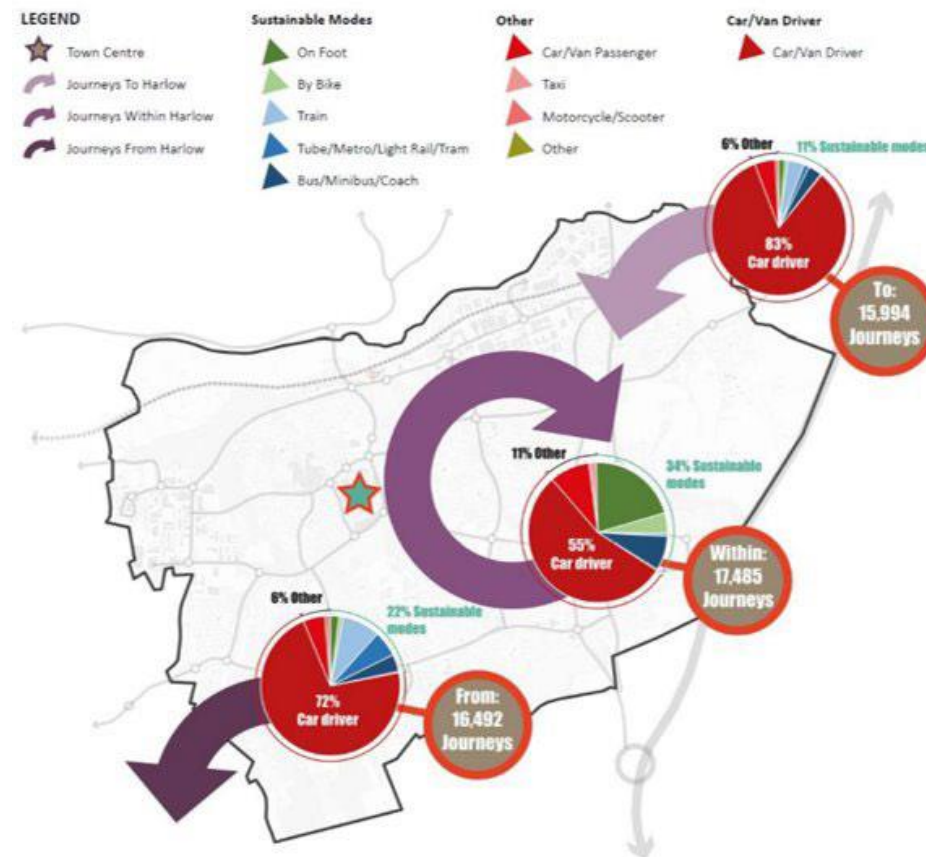


Figure 17: Internal and external trips by mode

4. Challenges and Opportunities

4.1 Challenges

This section sets out to summarise the challenges identified through the baseline diagnostic review that have been distilled down and grouped into various themes.

All identified challenges have been assessed against the impact to modal transition objectives and were then considered to be taken forward during the prioritisation and scenario testing phase of the study.

Challenges have been summarised into the following categories:

- Travel patterns
- Transport network
- Spatial design and land use
- Social characteristics
- Resources
- Political
- Economy

Category	Challenge	Supporting data	Implication on modal transition objectives	Level of HGGT Partner control
Travel patterns	Low number of people in jobs that enable working from home.	Occupation current - Census Maps, ONS	Limited ability to reduce the total number of commuting trips. Car is the main mode used by existing residents for commuting.	Low – HGGT can improve the attractiveness of working from home by supporting improvements to high-speed internet; HGGT can influence master planning of strategic sites to reduce the number of trips people are required to take to access various services. The type of employment in Harlow is high in sectors which require on site working reducing the overall potential for home working – over time this may change as economy changes and through the development of HGGT,
	Many trips start and/or end outside of the HGGT area (some including the rural hinterlands of Essex and Hertfordshire and beyond).	Stantec survey 2023 (internal / external trip analysis)	These longer trips are difficult to serve in their entirety by alternatives to the car. Modal Transition for these will rely on the bus network (noting there is a role for rail connecting some adjacent areas).	Low – Improving regional bus services requires financial subsidy and to achieve comparable journey times with car is likely to require a high level of funding. Rail WAML service pattern dominated by the Stansted Express services and the key employment locations are a lengthy walk from the station requiring first/last mile solutions.
	Limited data availability of trip patterns (i.e., challenging to understand trip patterns based on current data - Stantec survey, Census or NTS).	Officer interviews	Limited understanding of trip patterns and profiles makes informed investment in interventions for Modal Transition more difficult.	High – HGGT can improve understanding and monitoring of trips to and within the HGGT area.
Transport network	Even with Modal Transition objectives, there is a need to retain highway capacity due to projected population grows	Stantec survey 2023; population projections (see slide 11)	Any reductions in highway capacity at locations will need to be carefully considered.	Medium – HGGT can provide an important coordination and collaboration role with the partner councils making up the LHA and would be consulted with for future governance, with final responsibilities lying with the highways authorities as LHA (HCC/ECC).
	Falling bus patronage and the challenging of developing sustainable mode share without ongoing subsidy	bus01.ods (live.com) (BUS01e)	Reduction in bus mode share. Higher costs for multiple people/families using buses compared to parking even with current fare cap.	Medium – Improving bus services requires financial subsidy, likely to require a high level of funding. However, bus subsidies may be required as part of S106 agreements. Subsidy required alongside analysing whole journey package to understand constraints of current provision and measures to reduce attractiveness of parking cost in line with ECC standards.
	Missing links within the walking and cycling network.	HGGT Transport Strategy	Limits the case for change to walking and cycling modes if the network is disconnected between key O-Ds.	Medium – HGGT have produced an LCWIP and will be updated early next year. This will interlink with LCWIP's produced by the counties. HGGT needs to continue to make the case for funding through national schemes. Currently only LHA's can bid, with no indication within that this will change in future.

Transport network	Distance to the train stations from communities in the south.	HGGT Transport Strategy	Potential reduction in the attractiveness of using the train for longer trips or use of sustainable modes to get to the station.	Medium – HGGT has developed proposals to increase public and active transport from the south but there are areas outside of control of HGGT such as fare integration.
	Real and perceived safety issues with sustainable transport network.	HGGT Transport Strategy	Potential reduction in attractiveness of active and sustainable modes.	High – HGGT can run trials on new modes and support safety through messaging and programmes. HGGT can liaise with LHA to ensure infrastructure is maintained and delivered to a high standard and raise issues to address with them.
	Limited collaboration on demand-responsive transport (DRT) / community transport.	Officer interviews	Limits the potential for cross-boundary DRT or community transport to fill gaps in the transport network.	Medium – HGGT can push the agenda for this amongst partner councils, but achieving buy-in from all is not guaranteed.
	Accessibility (travel time) by car compared to other modes	Accessibility mapping	Limits attractiveness of non-car modes if they can't access a similar number of destinations in an equivalent timeframe.	Medium – Improvements to the active and public transport networks will increase the accessibility of these modes. Proximity to strategic road network presents challenges to level of control.
	Relative cost	Officer Interviews	The relative costs of modes can result in incentives for car trips especially for larger groups	Low – National and regional systems are controlled by different organisations
	Long term sustainability of high frequency bus services, share and demand responsive transport service	Officer Interviews	Introducing comprehensive new form of transport need to have long term revenue and sustainability plans.	Low - Existing public transport is delivered through either privatised bus network and future services such as shared mobility are also operated commercially and therefore will seek to maximise profits over-achieving wider aims such as increased mode share.
Spatial design and land use	Readily available cheap parking in town centre, main employment areas and residential developments.	Spatial mapping	Does not disincentivise driving throughout HGGT.	Medium – Council-owned parking is within HGGT's control, but retail and employment sites are privately owned, and companies have commercial pressure to retain.
	Spatial layout of HGGT.	Spatial mapping	Planned poly-centric layout will provide residents with access to a large number of services in a short distance. These trips are more easily accommodated by active and sustainable modes.	Low – Existing settlement patterns are established and no significant change to these is anticipated (e.g. land use). However, the strategic sites can be planned to aid the achievement of the Modal Transition objectives.

	Private Sector Parking Supply	Spatial mapping	Current model does not disincentivise driving, and there are potential political and costing issues in driving a shift away from this model.	Low - Private parking owned by many businesses is seen as key to attracting customers and retaining competitiveness as an employer, with employee expectations to have free on-site parking.
	River Stort severs HGGT (as well as A414).	Spatial mapping	Disproportionally increases the journey time of walking and cycling compared to driving.	High – A second Stort crossing is being planned according to the strategic transport network vision. Further possible intervention includes Parndon LCWIP Mill Route, Link to Roydon Station and improvements to the paths in the Stort Valley.
Social characteristics	Lifestyle factors, e.g., leisure activities, times and location of employment, family commitments, etc.	General (i.e., not specific to HGGT)	Potential reduction in attractiveness of active and sustainable modes for certain trip types or traveller characteristics.	Low – HGGT is very limited in terms of what it can do to influence these lifestyle factors.
	High car use.	HGGT Transport Strategy ; Stantec survey 2023	Potential reduction in attractiveness of sustainable modes (walking and cycling: safety; buses: congestion) if cars dominate the local streetscapes.	Medium – HGGT can't control national policies on relative cost of modes e.g., public transport fares, fuel duty, etc.
	Resistance to change.	General (i.e., not specific to HGGT)	A long-term and persistent commitment over many years is required which may involve impacts on existing patterns of use.	Medium – HGGT will need local buy-in to deliver the measures that will impact existing residents.
Resources	Capacity in partner councils.	General (i.e., not specific to HGGT)	Limited human resources available to push the agenda for modal shift.	Medium – Knowledge transfer throughout the partner councils and the Modal Shift Officer role will help to raise the profile of the task.
	Funding availability.	General (i.e., not specific to HGGT)	Limited human resources available to push the agenda for modal shift.	Medium – Local Authorities can take funding decisions or re-prioritise funding. Funding availability is also available from central government grants, etc.
Political	Gaining long-term political support.	General (i.e., not specific to HGGT)	Appendix B Long-term planning to support the Modal Transition is challenging. The introduction of the Joint Committee will enable HGGT greater decision-making powers, and delegation in some respects.	Medium – HGGT can lobby politically.
	The 'Plan for Drivers' (DfT, Oct 2023).	General (i.e., not specific to HGGT)	Introduction of measures to balance the time differential and environment between sustainable modes and vehicles is difficult to introduce.	Low – National approach to drivers from the Government.

	Gaining local support.	Officer interviews	Hesitance to make difficult decisions to support the Modal Transition if local support is not there.	Medium – HGGT will need local buy-in to deliver the measures that will impact existing residents.
Economy	Vehicle ownership.	Number of cars or vans - Census Maps, ONS	Can be difficult to influence people's behaviours away from car use towards sustainable modes with very high levels of car ownership. Locations with high public and active transport mode share tend to have far lower car ownership than Harlow (although Harlow (78% car ownership is amongst the lowest in Essex (83%).	Medium – HGGT has limited over whether residents own vehicles, but it can influence design of new developments to reduce the need of existing communities reliance on private vehicle ownership through improving the quality of alternatives to car ownership or policies that reduce car ownership such as household parking permitting.
	Increasing costs of bus operations.	General (i.e., not specific to HGGT)	Reduction in bus mode share because of bus operators withdrawing bus services, reducing the network coverage and service frequency.	Low – Much operating cost is driven by external factors outside of HGGT's control, including energy and fuel prices, inflation, availability of staff, etc. Bus priority can play a role in increasing the speed of buses and HGGT has the ability to secure funding to make improvements in this field but will require much wider, key issues addressing, which HGGT has no control over.
	Propensity to change different social groups including deprivation	IMD	It may be harder to increase uptake people in lower incomes as they could have other more pressing economic challenges than travel even though sustainable transport is in many cases more affordable. However public transport use is often higher for lower income groups, often due to lower car availability.	Medium - The HGGT Quality of Life work has identified issues and begun to build relationship with local communities and should be developed further.

4.2 Opportunities

This section sets out to summarise the opportunities that have been identified through the baseline diagnostic review. It summarises these into the following categories:

- Published LCWIP
- Area Wide Network Management and Liveable Neighbourhoods
- Infrastructure
- Harlow Town Station
- Spatial Design and Land use
- Travel Patterns
- Transport Network
- Resources

Category	Opportunity	Supporting information	Implication on modal transition objectives	Level of HGGT Partner control
Travel Patterns	High number of internal (short) trips.	Stantec survey 2023 (internal / external trip analysis)	High number of potential trips to target with active and sustainable modes.	High – Shifting short trips to active travel could be significant contributions to the target through mix of improved cycle routes and right policies.
Transport Network	There is already an extensive walking and cycle network.	Spatial mapping	Potential faster uptake of active or sustainable modes with more investment as a baseline has already been established.	High – Network can improve through targeted measures and extensions to new development can be cost effective.
	Current and ongoing bus reform funding.	National Bus Strategy	Increase in bus mode share will be challenging without significant increase in funding.	Medium – Bus funding largely available from national funding pot and limited resources to achieve significant frequency improvements locally. Section 106 can also support service improvements.
	Maintenance and lighting initiatives to make existing network more inviting.	2022 Quality of Life survey	Potential increase in attractiveness of active and sustainable modes.	High – Network can improve through targeted measures and extensions to new development can be cost effective. Ongoing cost will remain a challenge.
	s106 agreements associated with new development sites and des	General (i.e., not specific to HGGT)	Will assist with funding constraints and reduce the risk of developments being constructed with no car alternatives.	High – Opportunity for new sites to support development of public and active transport infrastructure on the outset.
	DRT / community transport to help to service rural areas or fill gaps in other parts of the network.	General (i.e., not specific to HGGT)	Potential increase in bus mode share.	Medium – Evidence for DRT providing significant model shift.
Resources	HGGT Modal Transition Officer role.	Officer interviews	Dedicated human resources to push the agenda for Modal Transition across the HGGT partner councils.	Medium – Focused resource to drive mode shift agenda.
Published LCWIP	ATF funding secured for LCWIP Route 9 and design for LCWIP4.	HGGT LCWIP	Can begin next stages of development of the walking and cycling schemes.	High – Funding secured (to Essex CC) and plans developed.
	N2C STC will deliver the LCWIP Route 2 by 2026 – funded through HIG.	HGGT LCWIP	Developer s106 contributions for the STC network will support LCWIP delivery.	High – Utilised opportunity for developers to support sustainable infrastructure development.
	CSC will deliver the LCWIP Route 3 to Gilston and upgrade the LCWIP Route.	HGGT LCWIP	Delivery of key crossing for sustainable accessibility to new developments.	High – Delivery of 2 infrastructure projects and improvements through 1 scheme.

	Parndon Mill Route secured in s106.	s106 Heads of Terms	Support sustainable travel for new developments.	Medium – Securing funding through s106 agreements. Delivery trigger must be met before funding secured. Still issues to address.
	Creation of a pipeline of schemes for further walking and cycling measures.	HGGT Transport Strategy	Key strategic aspect of maintaining infrastructure delivery to support sustainable travel by existing and new developments.	Medium – Capacity to develop more schemes and interlink delivery difficult.
	ECC Asset Enhancement programme has improved walking and cycling routes away from LCWIP.	Everyone's Essex Annual Plan	Key for development of a regional, sustainable travel network.	Medium – ECC deliverables but HGGT can manage the opportunities for connections within the HGGT area to these routes.
	ECC is planning a West Essex LCWIP to review inter-town, cross border and longer leisure and commuting opportunities.	ECC engagement	Key trip types to be targeted for transition to active and sustainable modes.	Medium – ECC deliverables but HGGT can manage the opportunities for connections within the HGGT area to these routes.
Area Wide Network Management and Liveable Neighbourhoods	Creation of a better balance between vehicles and sustainable travel.	HGGT Transport Strategy	Key for achieving level of desired modal transition, and greater equality between different mode choices and maximise the benefits of the active and sustainable travel programmes.	Medium – Aspects of strategy there but difficult to manage travel behaviour in area due to constraints such as parking ownership, business incentives and national government policy.
Infrastructure	Sustainable Transport Corridor (STC)	Harlow Council Infrastructure Delivery Plan (IDP), Gilston Villages s106 Heads of Term, Infrastructure Delivery Plan (IDP) Update 2024	Delivery of key infrastructure to support sustainable travel across HGGT area.	High – First leg to be delivered by March 2026 through HIG. Opportunity to invest in design of other STC sections, create outline business cases. Significant s106 funding already secured from Gilston. Network within the IDP requires developer funding.
	HGGT Area Wider Infrastructure Schemes	Harlow Council Infrastructure Delivery Plan Harlow & Gilston (HGGT) Infrastructure Delivery Plan (IDP) Update 2024	A mix of measures at key junctions across the network to improve the sustainable and active travel facilities, manage the network and reduce impact of development in residential areas. Key for delivering level of infrastructure required to achieve targets.	Medium – Schemes designed to preferred option stage and creation of outline business cases, with funding required.
Harlow Town and Mill Stations	ECC have undertaken an initial assessment considering options for improving bus and cycle access and related facilities on the southern side of Harlow Town Station.		Improving accessibility to the stations which will contribute to rail attractiveness.	Medium – Requires Network Rail approval and work undertaken by them and is based on their costings.

	Potential for wider development in the area, including existing land uses.	Infrastructure Delivery Plan (IDP) Update 2024	Promotion of sustainable travel from outset for new developments due to location.	High – Harlow Town Station lies within Burnt Mill designated employment area in the HDLP 2020. This allows for employment-led development opportunities with the potential to provide development contributions that can enhance transport infrastructure around the station as a transport hub and create a more attractive gateway into Harlow.
	Gilston s106 to include contribution for the Northern Access, with money set aside for feasibility study.		Key for improving accessibility to the station for Gilston Villages for sustainable modes.	Medium – Requires Network Rail approval and undertaken by them and is based on their costings.
	Opportunity to create mobility hub alongside modernisation of access and interchange arrangements and improve northern access to Harlow Town Station through liaison with Network Rail/GBRTT.		Creates opportunity for transport links for before/after journey stage improving attractiveness of rail and station accessibility as is relatively isolated spatially.	Medium – Requires Network Rail approval and work undertaken by them and is based on their costings.
	Development opportunities around stations, which would promote active travel and link into STC corridor. Opportunity for both stations to act as interchanges or Transport Hubs.		Maximising the benefits and opportunities of modal transition.	High – HGGT can promote improved station accessibility and facilities as driver for modal transition as referenced on the Revised HGGT IDP.
Spatial Design and Land Use	Increased proximity to services as a result of effective masterplanning.	HGGT Vision, Local Plan policies and masterplanning for strategic sites.	Potential decrease in longer duration trips and increase in shorter duration trips (that could be done by walking or cycling).	Medium – Potential for land use changes highest in new development.
	Increased permeability of areas.	HGGT Vision, Local Plan policies and masterplanning for strategic sites.	Potential to better connect the active transport network.	Medium – There are powers among HGGT authorities to change permeability through modal filters on the highway network, or to require new connections within planning policy and demand management, or to seek funds to deliver such interventions more directly.
	Job creation from development of employment land use.	HGGT Vision, Local Plan economic policies, HGGT Strategic Economic Framework 2024, HDC Economic Development Strategy 2023-2028.	Key for achieving HGGT quality of life objectives. Will enable integration with sustainable modes.	Medium – Difficult to control employment opportunities and business investment but land availability in public and active transport accessible areas would support high sustainable transport use.
	Mixture of land use in development to reduce trip lengths.	HGGT Vision, Local Plan policies and masterplanning for strategic sites.	Increases prevalence of active and sustainable modes due to local nature of trips.	Medium – HGGT LPA partners can promote mix of land uses through planning policy allocations and development management.

5. Benefits Map

5.1 Benefits Map Methodology

Benefits realisation is the practice of ensuring that benefits are derived from outputs and outcomes. Any programme of change requires a constant focus on the intended benefits (measurable improvements) if it is to deliver value and remain aligned with overarching goals. Delivering value begins with defining the expected high-level outcomes before a programme is approved and continues through the identification, profiling, tracking, and embedding of benefits.

A 3-step methodology was followed to develop a benefits map. The approach aims to promote efficient resource allocation, as it helps identify synergies and trade-offs between benefits and interventions, allowing for more informed decision-making and a more comprehensive understanding of the potential outcomes.

1. Identifying Benefits

- To assess potential measures and metrics to assess the proposed interventions, the garden city principles were used as a starting point for identifying benefits for the people of the HGGT area.

2. Logic Map

- To provide transparency of decision-making as the Framework is progressed and to help plan and provide details around activities for implementation and expected results, a logic map was developed to embed the benefits into the outputs, outcomes and objectives. The aim of the logic map is to show a clear rationale between the strategy outputs, desired outcomes and benefits – all linking back to the strategy objectives.

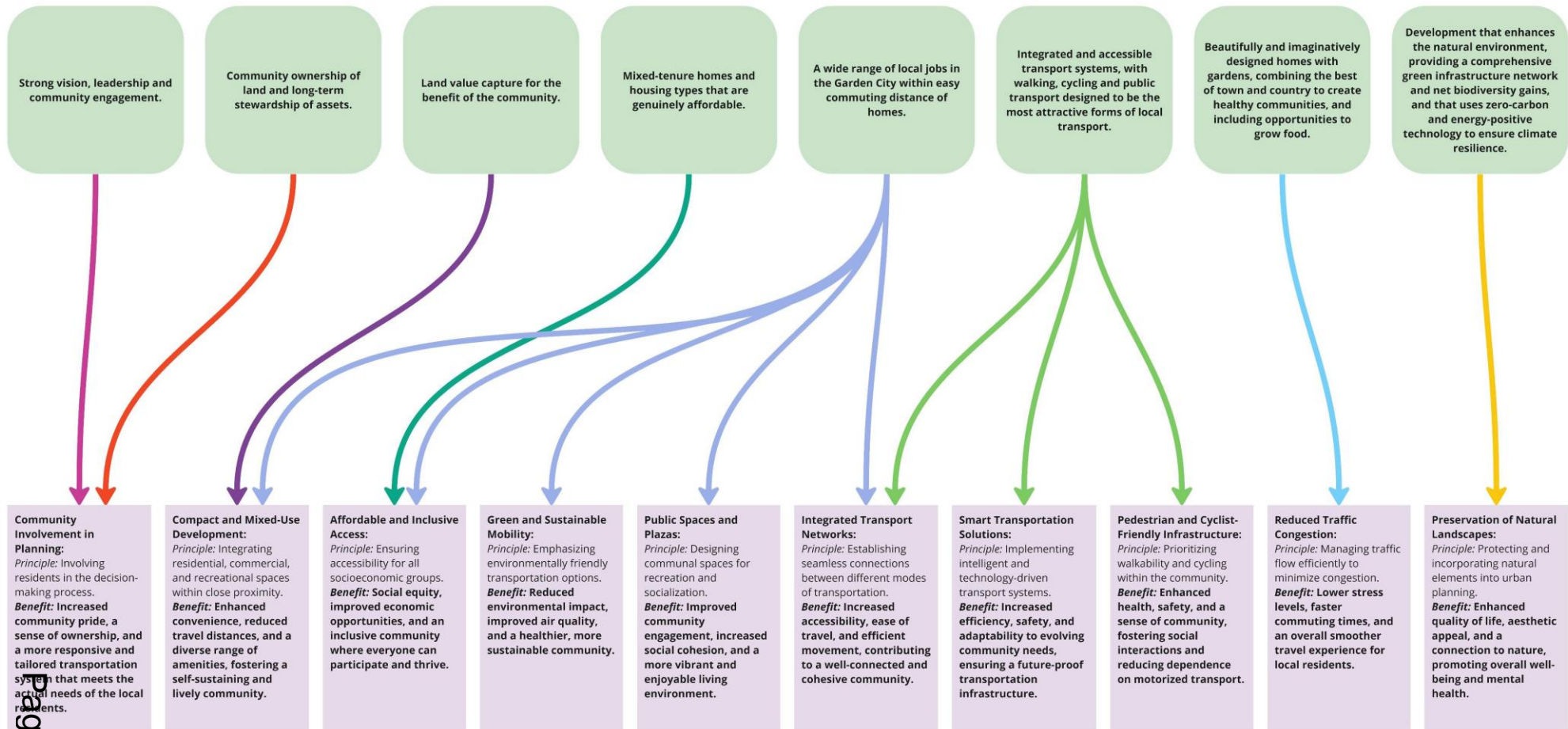
3. Mapping Benefits

- To enable a holistic perspective, the benefits were mapped against the Framework's objectives, outcomes and outputs. By doing this, we ensure that we don't view benefits in isolation but rather understand how interventions can generate multiple benefits simultaneously and how benefits may span across different outputs and outcomes.

5.2 Garden City Principles and Benefits

The garden city principles offer a holistic framework to enhance the natural environment while also providing affordable and accessible places to live to support healthy and sociable communities. These ambitious and creative principles are the starting point for which to assess community benefits for the Framework. A transport lens has been applied to each of the principles, to understand how we might achieve the garden city principles through improved transport and modal shift.

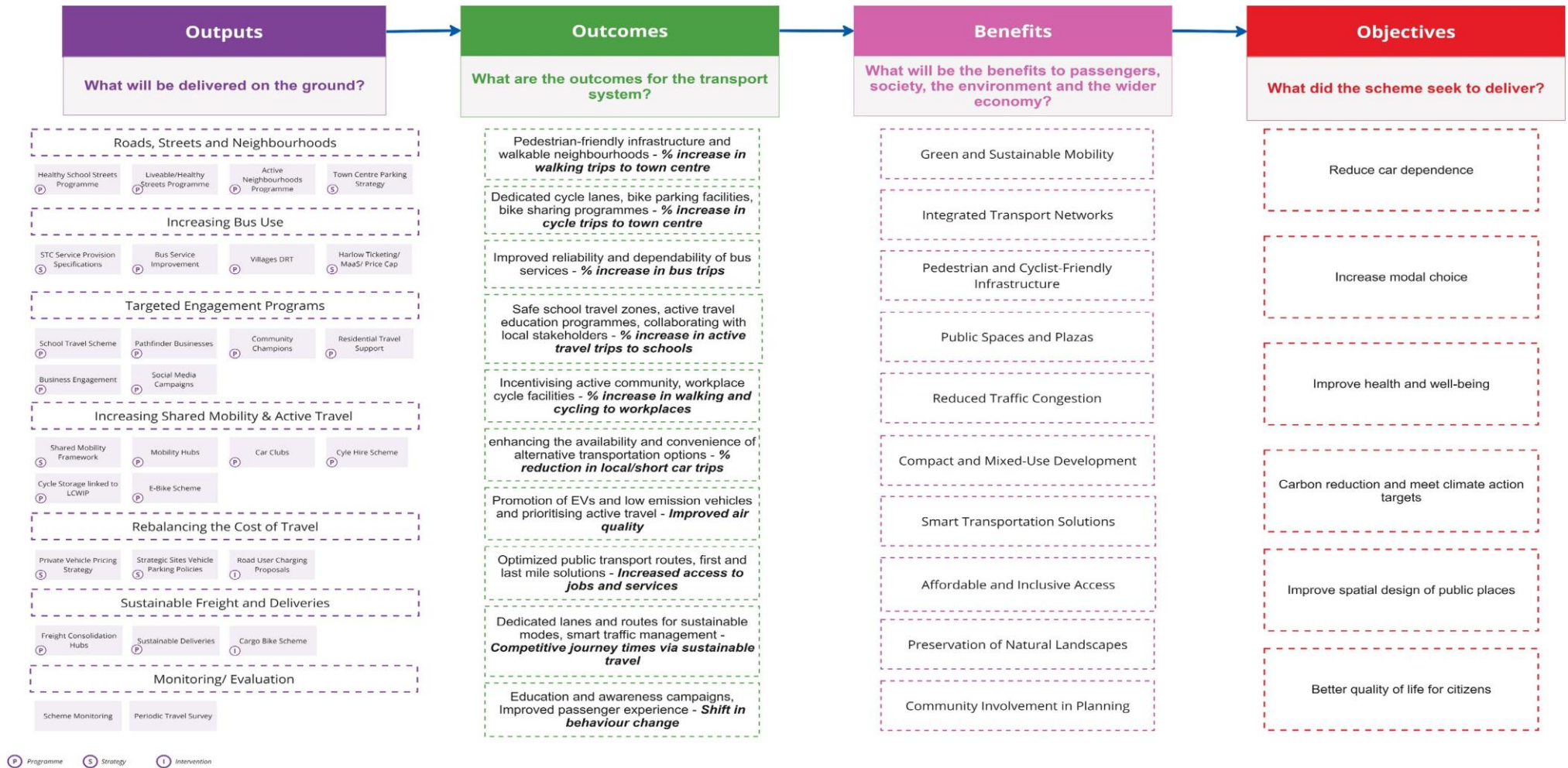
Garden City Principles



Benefits for the Community

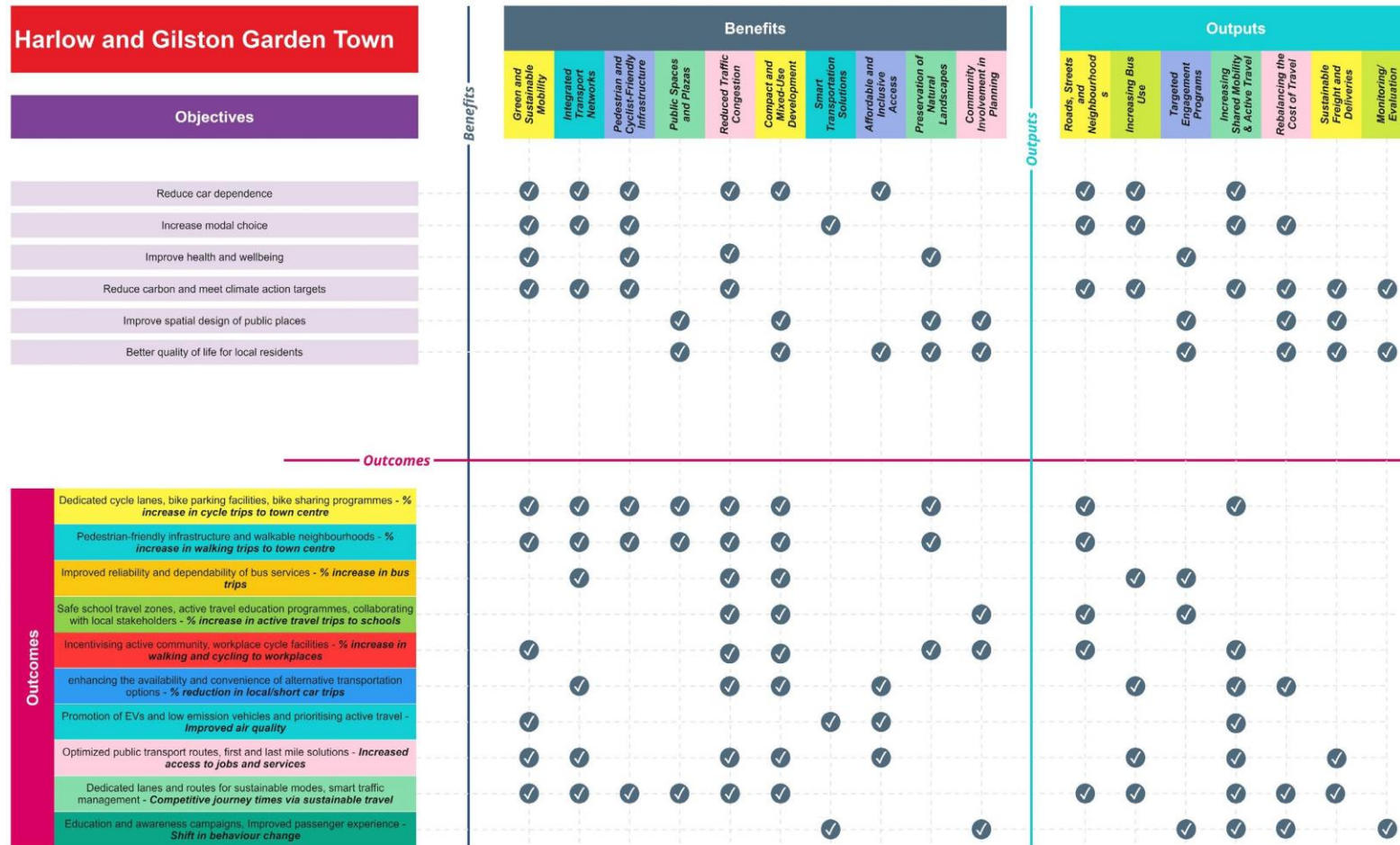
5.3 Logic Map

To provide transparency of decision-making as the Framework is progressed and to help plan and provide details around activities for implementation and expected results, a logic map was developed to embed the benefits into the outputs, outcomes and objectives. The aim of the logic map is to show a clear rationale between the strategy outputs, desired outcomes and benefits – all linking back to the strategy objectives.



5.4 Mapping Benefits

To enable a holistic perspective, the benefits were mapped against the Framework's objectives, outcomes and outputs. By doing this, we ensure that we don't view benefits in isolation but rather understand how interventions can generate multiple benefits simultaneously and how benefits may span across different outputs and outcomes.



6. Framework Methodology

6.1 Overview

Below is an overview of the methodology applied to develop the Framework and its themes.

1. Review long list of interventions

The following information was documented on the delivery proposals:

More developed interventions:

- Type of intervention (i.e., infrastructure/policy)
- Funding status and source
- Planning status
- Delivery period and completion

Less developed interventions:

- Who would be responsible for delivery
- When it could be delivered
- What it would impact (active, public transport, reduced vehicle attractiveness, etc.)
- Identified deliverability challenges
- Identified benefits

2. Group interventions by theme

Themes reflect the key areas of targeted intervention that will contribute to modal transition. See Section 7 for details of the themes selected.

3. Prioritise interventions, or groups of interventions, within each of the themes.

Prioritisation was based on feasibility, deliverability, affordability and modal shift potential. These details were informed by comprehensive desktop research, a benchmarking exercise, and detailed discussions and workshops with officers working across all of the HGGT partner councils.

4. Set out prioritised interventions in a delivery pathway

The timings of intervention delivery are based on project dependencies and knowledge of delivery for similar schemes. Both short term (next 2 years) and long term (up to 2040) actions are included. The interventions have also been overlaid with the existing HGGT work plan.

5. Develop delivery scenarios

Three delivery scenarios (Business as usual, Ambition and Exemplar) have been set out in Section 8 to indicate the different potential pathways for achieving the modal transition objective. Particular interventions have been allocated to each scenario.

Scenario	Falling behind achieving the objectives for HGGT (BAU)	Trailing the target timeframes but progressing towards the objectives for HGGT (Ambition)	On track to achieve the objectives for HGGT (Exemplar)
----------	--	---	--

6.2 Strategies, Programmes and Interventions

- S** Strategies set out an agreed way to achieve an objective to ensure delivery is aligned strategically.
- P** Programmes are a group of related interventions that combine to deliver an outcome (as set out in the strategy).
- I** Interventions are activities that aim to deliver a specific output/outcome (as set out in the strategy).

The Framework has been developed on the basis that successful change requires a set of programmes that can deliver smaller tactical interventions. Programmatic approaches have been key to changing transport systems over a sustained period, especially where there has been a need to transition from places that overwhelmingly favour private transport to one which is more balanced and multi-modal.

In the following section, complementary schemes have been grouped into themes and selected based on them having similar principles and an understanding of what delivers value for money.

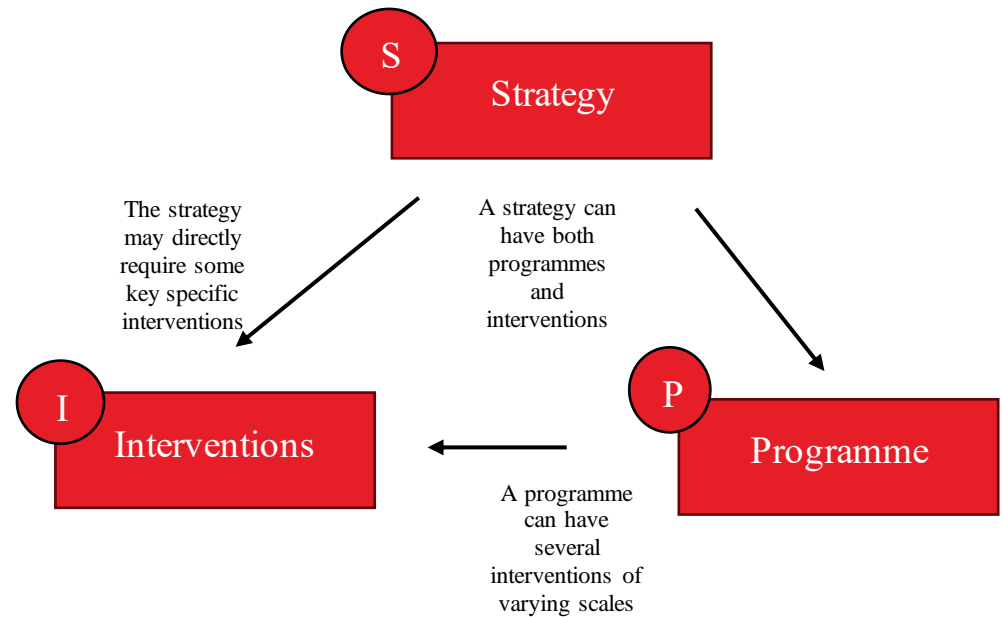
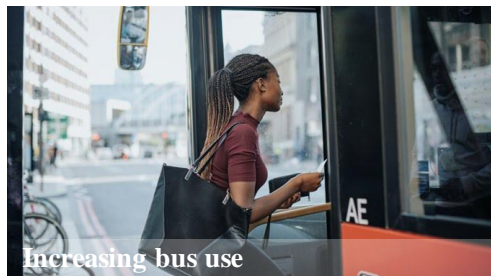


Figure 18: Relationship between strategies, programmes and interventions

7. Framework Themes

7.1 Introduction

The Framework has been set out according to six themes:



These themes reflect the key areas of targeted intervention that will contribute to modal transition. None of these themes alone will deliver the modal transition objectives for HGGT, however, delivering a mixture of interventions across all the themes will result in a more sustainable shift in behaviours.

For each theme, the following has been set out:

- Baseline situation
- How it supports the vision for HGGT
- What it will likely achieve
- Summary of components (what strategies, programmes or interventions sit within the theme)
- Prioritisation and suggested delivery timeframes
- Benefits, outcomes and evidence.

7.2 Roads, Streets and Neighbourhoods

ARUP



7.2 Road, Streets and Neighbourhoods

7.2.1 Introduction

What is the baseline situation?

Many of Harlow's neighbourhoods and main streets are car dominated, this not only encourages high levels of car use for short journeys but also makes active travel less attractive. The HGGT area is delivering improvements through the LCWIP and STC schemes. There is still a high share (23%) of very short³ car journeys in Harlow.

Why does this theme support the Vision for the HGGT area?

Ensuring that appropriate road and kerb-side space is allocated evenly, and fairly to all modes including public transport, cycling and walking as well as ensuring dedicated facilities for pedestrian and cycling facilities are high quality, has been proved to increase sustainable travel uptake and therefore mode shift.

Short trips by private car are some of the easiest to change and by reducing the level of overall traffic on key streets, this can make walking and cycling safer, creating a positive reinforcement.

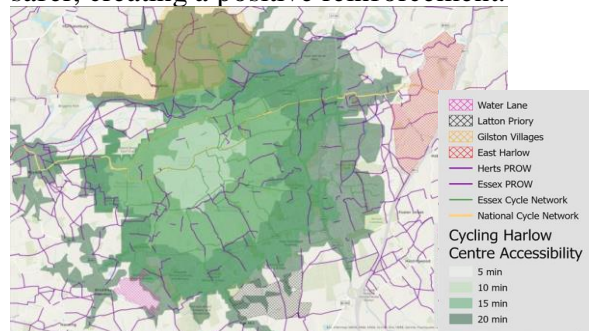


Figure 19: Harlow cycling catchment

³ Car trips less than 10 minutes in duration

What will it achieve?

There are multiple examples of investments in streets and neighbourhoods supporting significant modal shift. This also supports improved economic and health outcomes through active travel and improve quality of life through lower noise, better air quality and higher-quality local environments and places.

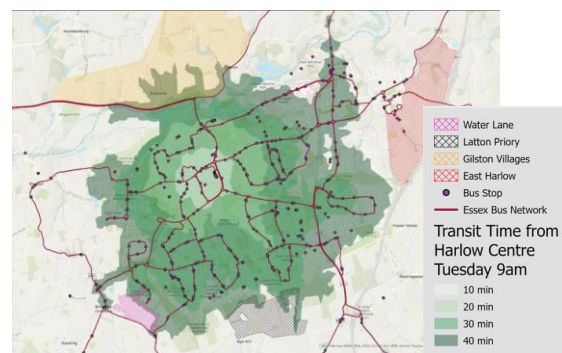


Figure 20: Harlow bus catchment

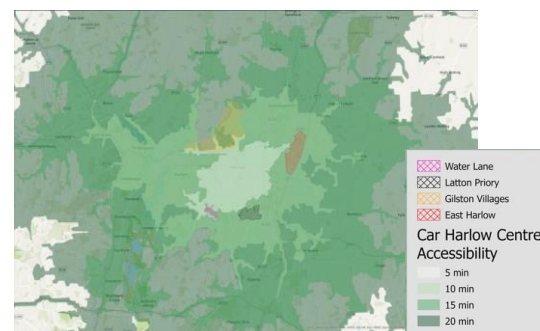


Figure 21: Harlow driving catchment

7.2.2 Component Description

This summary table sets out the component parts of the roads, streets and neighbourhoods theme. It establishes which individual programmes or schemes are included within the theme, a description of what it entails, its likely influence on modal choice for users, some of the key challenges to deliverability or the scope of influence on modes and how it may be interpreted differently for the strategic sites.

	Component	What is it?	How does it influence modal shift?	Key challenges	Strategic Sites
P	Healthy School Streets Programme	Reducing drop-off activity on the access streets outside schools and colleges through timed or permanent restrictions for private cars. Improved safety around schools, delivering safe routes for walking, cycling and public transport access can be applied to new sites and to existing schools.	Safer experience for students and their parents/guardians to walk and cycle. This gives less priority for vehicles drop off encourages uptake of active travel and is likely to achieve society wide support. Can be delivered quickly.	School catchments can cover areas outside walking and cycling distances beyond walking. Provision for the wider catchment needs to be maintained. Increased choice between schools means many residents travel medium and long distances to schools.	Establish any new school with in-built excellent active travel accessibility and priority for those travelling sustainably.
P	Liveable/Healthy Streets Programme	Liveable streets aim to create cleaner and safer environments by "greening" streets and creating spaces where cars are guests to pedestrians and cyclists through a programme of interventions.	By making walking and cycling safer and more attractive more people make trips by sustainable modes.	Liveable streets require investment in improved road layouts and junctions in existing streets and can reduce highway capacity.	Strategic sites should be designed with the principle of liveable/healthy streets, in particular within mixed use areas.
P	Active Neighbourhoods Programme	Delivering the proposed Active Neighbourhoods (neighbourhoods with reduced through-vehicle traffic) set out in the LCWIP.	Encourages shorter distance trips to be made by walking and cycling and could lead to changes in land use further into the future – improved local services.	High levels of ownership and car use means Active Neighbourhoods may increase some vehicle journey times and face local opposition.	New neighbourhoods should be designed to encourage walking and cycling rather than short car trips.
S	Town Centre Parking Strategy	Investigating the potential of consolidating public vehicle parking allocations within the town centre and link to pricing with the aim of supporting cycle parking and shared mobility.	By reviewing the availability of private parking and increasing options for those travelling to Harlow town centre by sustainable modes such as walking and cycling and improved public realm this could significantly shift modes.	Many car parks are privately owned and operated. Local shops may rely (or have the perception of) on trade from those parking in the town centre. The case for increased sustainable travel providing the same level of trade as those travelling by car will be key.	Management of public parking at key demand attractors.

Table 4: Description of roads, street and neighbourhoods components

7.2.3 Local Impact

This summary table sets out the local impact analysis of parts of the roads, streets and neighbourhoods theme. Across each programme or scheme a number of key determinants are described, including what are the linked HGGT infrastructure elements that are already planned or under development, what key demographics will they impact, what is the spatial influence across different geographies, what is the likely share of movement trips and type that are impacts and finally, the likely scale of impact.

	Healthy School Streets	Liveable Streets	Active Neighbourhoods	Town Centre Parking Strategy
Linked HGGT Infrastructure Elements	Cycle and walking routes via schools LCWIP Routes 2, 4, 6, 7, 8 Active Neighbourhood 1-8	Radial Bus Radial Cycling Active Neighbourhood 1-8	Walking and cycling routes connecting Active Neighbourhoods Active Neighbourhood 1-8	All STCs LCWIP routes 1-8
Key Demographics	Children, families and young adults	All	Households in proposed neighbourhoods	Commuters and leisure trips into the town centre
Key HGGT Geography	Residential area and neighbouring schools	Town centre and other mixed land use areas	Residential areas identified by LCWIP and new residential areas	Town centre
Share of HGGT area trips impacted by intervention	10-15% of trips are to and from schools/colleges	23% of car trips* are less than 10 minutes in duration and could be walked/cycled	23% of car trips* are less than 10 minutes in duration and could be walked/cycled	55% of commuting* to Harlow employment is done by car. 45% of leisure trips are done by car*
Scale of Impacts	High	Medium	High	Medium

Table 5: Summary of local impact of roads, streets and neighbourhoods components

* Doesn't include car passenger

Delivery and Funding

This table summarises the elements of delivery and funding critical to the different components. It gives high level information regarding the source of funding, the type of funding and scale required, and indicative package costs, who is likely to lead on delivery of the scheme or programme and what is the role of HGGT in the delivery.

Component	Potential Source of Funding	Type of Funding			Indicative Package Cost (and how)	Proposed Delivery Organisation	Role of HGGT
		Resource	Capital	Revenue			
Healthy School Streets	Active Travel Fund (from Active Travel England)	£	££	£	Development: £50k Delivery: £30k-£100k -per school Dependant on scope and funding available – simple schemes such as multiple camera ANPR pedestrianisation enforcement costs an average of £60k and can return on costs through penalty enforcement	Harlow Essex Gilston Hertfordshire – (Potential challenge as HCC does not currently promote Healthy School Streets due to historic delivery challenges)	Develop case Oversight, Monitoring
Liveable Streets	Active Travel Fund (or equivalent) Harlow Council Developer Contributions	££	££	£	Development of Strategy: £40k Ongoing Programme: £100k Delivery dependant on designs	Harlow, Essex Gilston Hertfordshire	Engagement, consultation, develop Proposals
Active Neighbourhoods	Active Travel Fund (or equivalent) Harlow Council	£	££	£	Development: £50k Delivery: £100k per liveable neighbourhoods	Harlow Essex Gilston Hertfordshire and developers for strategic sites	Develop and Deliver
Town Centre Parking Strategy	Developed through HGGT	£	£	£	Development: £40k Delivery: TBD	Harlow Essex	Develop and Deliver

Table 6: Summary of delivery and funding considerations for roads, streets and neighbourhoods components

Key:
£ - Low
££ - Medium
£££ - High

Indicative Programme Cost

Arup has produced a high level indicative range of costs for the identified programmes, interventions and schemes. These are based on similar schemes developed for other local authorities, but for most costs there are significant scalability opportunities and challenges depending on the level of ambition and the exact proposal is taken forward. This would be confirmed through the development stage. Optimism bias has not currently been applied and all schemes are costed at current prices, with forecasts to 2050 made based on current prices, not accounting for varying levels of inflation. If schemes are delivered later or completed earlier this would also impact costs. The purpose of the costing is providing high level comparison of themes, not development of future budgets. Where development costs are identified, some could be delivered through internal resource if capacity and capability is available.

	Low Estimate	High Estimate
Capital Cost	£2,525,000	£5,050,000
Revenue Cost	£7,250,000	£,12,250,000
Development Costs	£180,000	£220,000

Table 7: Indicative HGGT area-wide programme costs for roads, streets and neighbourhoods components

7.2.4 Component Summary

This summary table sets out, for the roads, streets and neighbourhoods theme, the identified prioritisation for each programme or scheme, the likely delivery timeframes, the potential impact range of modal shift and key actions to be taken for each identified programme.

The prioritised components, including a breakdown of key tasks, allocated to a detailed annual programme, with greater short-term(to 2025) granularity is provided overleaf in Table 9.

Intervention	Short term Priority	Timeframes	Potential Impact Range	Key Action
Healthy Schools Streets	High	Short-term development, Medium-term delivery	1-4%	Develop a priority list of healthy school streets with a target to achieve school streets across all schools in the HGGT area by 2030.
Liveable Streets Programme	High	Short-term development, Medium-term delivery	1-5%	Establish a liveable/healthy streets programme to set out key design principles and work with Essex Highways to establish delivery programme.
Active Neighbourhoods	High	Short-term development, Medium-term delivery	1-5%	Consult and establish a proposal for delivery active neighbourhoods and begin consultation with residents building on the LCWIP.
Town Centre Parking Strategy	Low	Medium-term development and delivery	1-5%	Explore feasibility of delivering strategy with key partners, stakeholders and commission within next financial year. Gain

Table 8: Component summary table for roads, streets and neighbourhoods

7.2.5 Theme Prioritisation and Timeframes (short-term focus)

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035/40	Scenario Priority		
											BAU	Ambition	Exemplar
1. Healthy School Streets 1.2 Develop a strategy for community engagement and encourage schools to have a staff member who is responsible for sustainable travel, engagement or road safety 1.2 Agree with Essex the forward plan of school streets delivery and future funding 1.3 Priority list of healthy school streets based on agreed principles, high level costings and designs 1.4 Consult on school streets proposals Output: Agreed action areas with partner councils and strategy for implementation based on examples and community feedback			C										
2. Liveable/Healthy Streets 2.1 Develop healthy streets evaluation process 2.2 Use evaluation to make assessment of HGGT area streets 2.3 Assess areas and opportunities where traffic and be reduced, consult with communities on views and embed alongside LCWIP schemes 2.4 Identify high-priority measures to improve streets and include design principles for future highway development Output: Agreed evaluation tool for strengths and weaknesses of streets and identified priority intervention areas			C										
3. Active Neighbourhoods 3.1 Consult with active communities as proposed in LCWIP and engage them with a community led programme 3.2 Prioritise space in/around key target areas for sustainable activity 3.3 Identify prioritisation and packages for Active Neighbourhood delivery (on the basis of proposed consultation) 3.4 Develop framework for educating communities to support behaviour change Output: Transformed neighbourhoods supported by engaged and educated communities who can lead approach to neighbourhood transformation and support behaviour change			C										
4. Town Centre Parking Strategy 4.1 Harlow undertaking feasibility plan on car parking proposed for 2024/25 4.2 Long term strategy requiring engagement and consultation with partner authorities and communities				C									

Table 9: Prioritised roads, streets and neighbourhoods programmes and timeframes for delivery (short term focus)

C Consultation

7.2.6 Theme Prioritisation and Timeframes (long term focus)

Whilst Table 9 on the previous page gives a more detailed breakdown of the short-term priorities up until the end of 2025, this section expands to the 2040 future year and sets out the longer term priorities. This is demonstrated in Table 10 below.

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exempla
Healthy School Streets													
Liveable/Healthy Streets													
Active Neighbourhoods													
Town Centre Parking Strategy													

Table 10: Prioritised roads, streets and neighbourhoods programmes and timeframes for delivery (long term focus)

Short term priority

Development

- Establish Liveable Streets Programme for the HGGT area.
- Establish Healthy School Streets Programme for the HGGT area.
- Establish Active Neighbourhoods Programme (objective criteria) for the HGGT area.
- Develop proposals for the Liveable Streets, School Streets and Active Neighbourhoods Programmes.
- Wider ambition for liveable streets roll out.
- Consultation on Active Neighbourhoods proposals within LCWIP.

Delivery

- Ensure proposals create healthy and safe residential environments

Medium term priority

Development

- Town centre parking allocation strategy (linked to pricing strategy) and improved, high quality town-wide cycle parking, including hubs linked to public transport access points.

Delivery

- Delivery of Healthy School Streets
- Delivery of key liveable streets on employment and town centre corridors
- Delivery of wider liveable streets
- Core Active Neighbourhoods delivered.

Long term priority

Development

- Town centre parking land use allocation
Deliver wider liveable streets concept outside town centre.

Delivery

- Clear strategy, that has been consulted with partner councils and other relevant stakeholders with a clear direction on reducing attractiveness of town centre parking.
- Beneficial if strategy aligns with direction of other parking council's approach to town centre parking strategy as not to detract from the HGGT area amongst the wider geography.

7.2.7 Benefits, outcomes and evidence

This section sets out the wider benefits that can be achieved (linked to the benefits map) through the delivery of the components that make up the roads, streets and neighbourhoods theme. It also demonstrates case studies of where similar has been developed and examples of how this could happen in the HGGT area and some outcomes that could be realised.

Wider Benefits

- Increased access to education, employment, leisure and social amenities for those without vehicles.
- Improved health outcomes for the local community through improving air quality and encouraging active travel.
- Reduced congestion in town centres making them more vibrant and enjoyable to be in.
- Opportunities for compact and mixed-used development through integrating residential, commercial and recreational spaces within close proximity.

Where has it been adopted?

- **Case study 1 – Brentwood and Braintree Healthy School Streets:** Small infrastructure changes improving roads around schools to mitigate congestion and improve active travel experience such as resurfacing, bollards to prevent pavement parking, refreshing zebra crossings, updating signage and temporary street art to improve the look and feel of the surrounding streets.
- **Case study 2 – TfGM Active Neighbourhoods:** Movement of people is prioritised over cars, typically by using planters or bollards to stop through access, making it safer and easier to get around on foot or by bike. Co-designed with communities.

Example 1 – School Travel

With the new schools' streets most children are now travelling to school by walking or bike, with less traffic at the school gates and secure cycle storage. This frees up more time for travelling to work, enabling me cycle or take the bus.



Example 2 – High Street Business Owners

New liveable streets have improved the local high streets, making it a far more attractive place for a community to stop and shop, secure cycle parking and better quality of benches has encouraged more people to spend time locally.



7.3 Increasing Bus Use

Page 90



7.3 Increasing Bus Use

7.3.1 Introduction

What is the baseline situation?

Bus use in the HGGT area is currently low at only 3-5% of mode share. This is largely a result of high car ownership (78%), and because most employment, leisure and retail land uses are more easily accessible by car. Often these destinations are also accompanied by affordable (or in some cases free) car parking, which does not feel comparable to bus fares. HGGT is characterised by a high proportion of shift work which bus timetables may not accommodate as buses are considered infrequent and not operating a ‘turn-up-and go’ service. Further, the current £2 bus fare cap initiative is planned to end in December 2024 which may have a negative impact on bus patronage.

The HGGT area is investing in the STCs and related infrastructure which will provide increased bus priority through dedicated lanes and improved junctions. Longer term plans for connecting the town with growth areas are also being considered.

Why does it support the Vision for the HGGT area?

To achieve the vision and objectives for HGGT in terms of sustainable growth, bus use will need to increase from its low base, specifically through providing improved access to employment sites and the Harlow town centre. From reviewing best practice and through benchmarking with other high performing comparable towns and cities, high-quality, frequent buses can attract up to and around a15% mode share. Buses are proven to be more efficient in their use of road space than cars, and this can be enabled through the delivery of dedicated priority infrastructure.

What will it achieve?

Improving the bus network through better bus priority and redesigning the bus network should improve the attractiveness of the bus network and support higher frequency services – key is growing further demand through the right fares and incentives which could create a step change in bus use.

The bus network and support higher frequency services- key is growing further demand through the right fares and incentives which could create a step change in bus use.

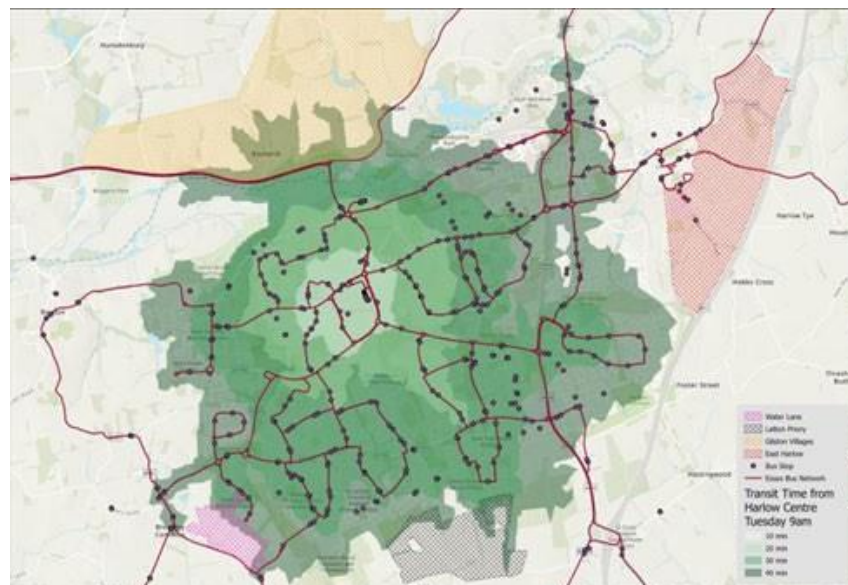


Figure 22: Existing bus travel catchment for Harlow

7.3.2 Component Descriptions

This summary table sets out the component parts of the increasing bus use theme. It establishes which individual programmes or schemes are included within the theme, a description of what it entails, its likely influence on modal choice for users, some of the key challenges to deliverability or the scope of influence on modes and how it may be interpreted differently for the strategic sites.

	Component	What is it?	How does it influence modal shift?	Key challenges	Strategic Sites
S	STC Service Provision Specifications	The service proposition to maximise the bus priority of the STC programme.	By unlocking faster journey times and higher levels of reliability to make a step change in bus provision and attractiveness of services.	Ensuring STC corridors are designed to enable high quality bus services but delivering the required service levels which maximise usage will require funding as demand grows, with limits on what S106 can fund. Increasing bus provision may require additional land for serving and depots.	All proposed strategic housing sites will be connected to the town centre by STCs with potential extensions proposed.
P	Bus Service Improvement	Using the BSIP process to support the development of improved bus network.	Buses provide attractive competition to cars over short and medium journeys when service frequencies and prices are competitive.	Delivering long term sustainable levels of bus demand to support a high frequency bus service or requirements for ongoing subsidy with LTAs facing challenging funding environment across the region. Increasing bus provision may require additional land for serving and depots.	Opportunity for designing bus priority and infrastructure into sites and supporting new routes.
P	Harlow Town and Villages Demand-Responsive Transport (DRT)	An on-demand bus service where riders can request trips to either open ended or fixed locations.	DRT can provide improved service compared to low frequency timetabled services for lower density development.	Requires ongoing operational support and subsidy during early years and depot facilities.	Ensuring DRT is considered as part of road layouts in new developments for example potential waiting areas,
S	Harlow Ticketing / MaaS / Price Cap	An HGGT integrated ticket covering all modes of sustainable transport.	By providing truly integrated ticketing.	Public transport operators currently focus on individual modal tickets.	One proposal would be applicable for the HGGT area and the strategic sites.

Table 11: Description of increasing bus use components

7.3.3 Local Impact

This summary table sets out the local impact analysis of parts of the increasing bus use theme. Across each programme or scheme a number of key determinants are described, including what are the linked HGGT infrastructure elements that are already planned or under development, what key demographics will they impact, what is the spatial influence across different geographies, what is the likely share of movement trips and type that are impacts and finally, the likely scale of impact.

	STC Service Provision Specifications	Bus Service Improvement	Harlow Ticketing / MaaS / Price Cap	Harlow Town and Villages DRT
Linked Infrastructure Elements	STC corridors and the four strategic development sites they will connect with Bus Station.	STC corridors and the four strategic development sites they will connect with Bus Station.	N/A	N/A
Key Demographics	<ul style="list-style-type: none"> Intra HGGT Commuters Low Income Families Rail Station Access 	<ul style="list-style-type: none"> Intra HGGT Commuters Low Income Families Rail Station Access 	All	New Garden Village Residents
Key HGGT Geography	<ul style="list-style-type: none"> STC N2C – Harlow Town Station, Town centre, Gilston Villages, Town Park STC S2C – Town centre, Latton Priory, Stewards STC E2C – Town centre, Netteswell, London Road Enterprise Zone, Newhall, East of Harlow, M11 J7a STC W2C – Town Centre, Public Health England, Pinnacles Employment Area, Water Lane, Katherines 	LA wide	LA wide	Garden Villages
Share of Trips Impacted	Currently 5% use buses but STC services could increase use by a further 5%	Wider routes outside the STC	Improving ticketing across the LA to enable mixed mode will improve the success of multiple modes.	DRT has been successful in rural areas but impact likely to be limited to areas implemented.
Scale of Impacts	High	Medium	Low	Medium

Table 12: Summary of local impact of increasing bus use components

7.3.4 Delivery and Funding

This table summarises the elements of delivery and funding critical to the different components. It gives high level information regarding the source of funding, the type of funding and scale required, and indicative package costs, who is likely to lead on delivery of the scheme or programme and what is the role of HGGT in the delivery.

Component	Source of Funding	Type of Funding			Indicative Package Cost (and how)	Proposed Delivery Organisation	Role of HGGT
		Resource	Capital	Revenue			
STC Service Provision Specifications	BSIP+ Funding Developer Funding Operator Funding	£	(STC costs not included)	£££	Develop STC services proposals and funding proposal incl. developer funding proposal £40k	Essex HGGT Harlow Hertfordshire	Develop Service Provision for STC routes
Bus Service Improvement	BSIP+ funding Essex Developer Funding	£	££	£££	Wider Bus Service Route plan £20k Future revenue funding dependant to be agreed depending on future BSIP funding	Essex HGGT Harlow Hertfordshire	Develop plans to maximise bus use to feed development of future Essex/Hertfordshire BSIP
Harlow Ticket / MaaS / Price Cap	HGGT/Essex	££		££	Development of MaaS: £75k – 200k <i>depending on complexity</i>	Transport Operators HGGT Essex Hertfordshire	Appendix C Develop concept for integrated ticketing/MaaS with stakeholders latching on to existing systems which can be moulded into HGGT needs due to cost of bespoke system
Harlow Town and Villages DRT	Developer funding DfT funds Hertfordshire/ Essex	£££	££	££	Development: £80k for app Capital: £12k per vehicles Revenue: £25-10k per vehicles + wages <i>Cost varies significantly depending on scale and service requirement</i>	Essex Hertfordshire HGGT	Develop concept for DRT serving HGGT strategic sites and town, develop funding package or facilitate service agreements between Herts and Essex to allow existing DRT services to be cross-authority and serve existing areas not well serviced

Table 13: Summary of delivery and funding considerations for increasing bus use components

Key:

£ - Low - ££ - Medium - £££ - High

Indicative Programme Cost

Arup has produced a high level indicative range of costs for the identified programmes, interventions and schemes. These are based on similar schemes developed for other local authorities, but for most costs there are significant scalability opportunities and challenges depending on the level of ambition and the exact proposal is taken forward. This would be confirmed through the development stage. Optimism bias has not currently been applied and all schemes are costed at current prices, with forecasts to 2050 made based on current prices, not accounting for varying levels of inflation. If schemes are delivered later or completed earlier this would also impact costs. The purpose of the costing is providing high level comparison of themes, not development of future budgets. Where development costs are identified, some could be delivered through internal resource if capacity and capability is available. Bus capital investment in the STC and Bus Station have not been included. Additional revenue due to bus level improvements may offset costs or bus infrastructure such as new depot facilities which might be required.

	Low Estimate	High Estimate
Capital Cost	£200,000	£400,000
Revenue Cost	£21,200,000	£41,800,000
Development Costs	£230,000	£400,000

Table 14: Indicative HGGT area-wide programme costs for Increasing Bus Use components

7.3.5 Component Summary

This summary table sets out, for the increasing bus use theme, the identified prioritisation for each programme or scheme, the likely delivery timeframes, the potential impact range of modal shift and key actions to be taken for each identified programme.

The prioritised components, including a breakdown of key tasks, allocated to a detailed annual programme, with greater short-term (to 2025) granularity is provided overleaf in Table 16.

Intervention	Short term Priority	Timeframes	Potential Impact Range	Key Action
STC Service Provision Specifications	High	Short-term development, medium- term delivery	5-10%	Develop and agree service provision using STCs as they are built and operational with proposals for turn-up and go services on key routes
Bus Service Improvements (non STC)	High	Short-term development, medium- term delivery	1-2.5%	Undertake early bus network review to identify options including evaluation of hub and spoke model
Harlow Ticketing/MAAS/Price Cap	Low	Medium-term development and delivery	0-2%	Work with Essex/Hertfordshire and transport operators on future options for integrated ticketing as part of the shared mobility framework
Harlow Town and Villages DRT	Low	Medium-term development and long- term delivery	0-1%	Work with developers to understand potential for how DRT could serve lower density parts of the Garden Villages and key transport hubs like bus stations and railway stations

Table 15: Component summary table for increasing bus use

7.3.6 Theme Prioritisation and Timeframes (short-term focus)

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035/40	Scenario Priority		
											BAU	Ambition	Exemplar
1. STC Service Provision Specifications 1.1 Using the Essex Enhanced Partnerships and Hertfordshire Enhanced Partnerships with operators and Harlow Bus User Group to establish HGGT area working group (with key stakeholders including developers) and consult on STC service proposition 1.2 Once engagement with operators has progressed based on above, develop a framework for services to utilise STCs and implement agreements on routes and frequencies and financial commitment from developers 1.3 Set out commitments to infrastructure and services in revised Essex and Hertfordshire EP Output: Established working group and service propositions agreed and Essex/Hertfordshire EP updated with propositions				C									
2. Non STC Bus Service Improvements 2.1 Engage with Essex CC on aspirations for non-STC services to serve new developments and improve existing services 2.2 Set up Quality Bus Partnership consulting with users on improvements 2.3 Review EP contract 2.4 Set out new service frequency provision, setting out these commitments in revised Essex EP and BSIP Output: Agreed service improvements including frequency, infrastructure and facilities			C										
3. Harlow Town and Villages DRT 3.1 Consult with Essex and Hertfordshire to develop DRT in new villages based on existing services 3.2 Liaise with developers of strategic sites to incorporate DRT proposal 3.3 Set out commitments to run DRT services in revised Essex and Hertfordshire EP Output: Essex and Hertfordshire to understand requirements and costs of extending services to strategic sites and HGGT area transport hubs and agreement from HGGT developers on incorporating DRT				C									
4. Harlow Ticketing / MaaS / Price Capping 4.1 Long term strategy that requires engagement and consultation					C								

Table 16: Prioritised increasing bus use programmes and timeframes for delivery (short term focus)

7.3.7 Theme Prioritisation and Timeframes (long term focus)

Whilst Table 16 on the previous page gives a more detailed breakdown of the short-term priorities up until the end of 2025, this section expands to the 2040 future year and sets out the longer-term priorities. This is demonstrated in Table 17 below.

	Developmental
	Delivery

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exemplar
STC Service Provision Specifications													
Bus Service Improvements													
Harlow Town and Villages DRT													
Harlow Ticketing / MaaS / Price Cap													

Table 17: Prioritised increasing bus use programmes and timeframes for delivery (long term focus)

Short term priority

Development

- STC service proposition specification
- Bus Service Improvements proposition for short/medium/long term
- Engage with Essex/Hertfordshire EP delivery teams

Delivery

- Deliver service improvements, and incorporate STCs into service routes

Medium term priority

Development

- Harlow Ticketing MaaS proposal developed with operators
- Harlow Town and Villages DRT proposal

Delivery

- STC corridor services
- BSIP service improvements
- Fare capping

Long term priority

Development

- Services planned to incorporate strategic developments and connecting STCs
- Harlow MaaS/ticketing proposal consulted on, and a delivery strategy has been developed with operators

Delivery

- The HGGT area's public transport mode options can be utilised using one platform and associated form of ticketing

7.3.8 Benefits and Evidence

This section sets out the wider benefits that can be achieved (linked to the benefits map) through the delivery of the components that make up the increasing bus use theme. It also demonstrates case studies of where similar has been developed and examples of how this could happen in the HGGT area and some outcomes that could be realised.

Wider Benefits

- Support low income and car free households with better access to services and improved journeys and access to employment
- Enables additional development on land use in city centres
- Enable households to reduce car dependency and alleviate cost pressures on households without the cost of car ownership
- Increased accessibility and ease of travel which contributes to more efficient movement

Where has it been adopted

- **Case study 1 - Coventry Mobility Credit Pilot:** Trial scheme where residents are given credits to spend on sustainable travel, including buses, in return for scrapping an older car.
- **Case study 2 – Surrey Connect:** Developing a DRT for Mole Valley and extension to new neighbourhoods has replaced lost bus services with trips available on demand.
- **Case Study 3: Crawley Fastway:** Delivered 10% growth in bus passengers over 10 years with 20% of Crawley residents travelling to work by bus.

Example 1 - Buses Providing Access

Improved bus services have enabled better connections and lower fares from residential areas into employment sites at Pinnacles and the town centre. With more regular services, demand has increased creating a more sustainable bus service and improved access to economic opportunities.



Later evening services also mean passengers can use the bus service for more leisure services and supports workers in healthcare and hospitality, for example.

Example 2 - Linking Housing and Transport Nodes

New housing developments in Gilston are connected into key transport nodes at the railway station, high frequency buses via the STC's, and new bus station via DRT. This makes the new development attractive for commuters to who can easily connect to jobs by integrated public transport or travel into the town centre for leisure without using a car, this keeps car ownership lower and makes the developments an attractive environment for walking and cycling.



7.4 Increasing Shared Mobility and Active Travel

ARUP

Page 100



© Julien Behal Photography

7.4 Increasing Shared Mobility and Active Travel

7.4.1 Introduction

What is the baseline situation?

Walking is currently the most common choice for journeys under 10 minutes. Cycling is not particularly a popular mode within the HGGT area with only 5% of journeys being made by bike. The HGGT area has a number of dedicated walking and cycling routes however these often do not directly link to neighbourhoods which are often car centric and dominated by parked cars and traffic flows.

There are currently very limited shared mobility options within the HGGT area but there is good potential for solutions in the future that will provide viable options away from private car use. With HGGT comprising a partnership of 5 separate Local Authorities, no single Authority can currently deliver comprehensive shared mobility or MaaS for HGGT.

The HGGT Shared Mobility Feasibility Study concluded that the potential exists to support the introduction of both bike share and car clubs in the existing HGGT area based upon meeting the needs of existing residents, businesses and visitors to the town centre and surrounding neighbourhoods, with scope for such services to be expanded to meet growing demand, potentially some demand may be absorbed from other transport modes but shared mobility can increase the sustainable options available for many trips.

Why does it support the Vision for the HGGT area?

Increasing walking and cycling (and potentially scooting) rates are key to meeting the objectives of HGGT and the 50% sustainable trips mode share. The cycling proposition needs to support the growth of cycling in existing communities this includes improved storage and facilities and an improved range of active travel options such as access to cycle hire. Shared Mobility services, for example cycle hire and car club, are identified in the HGGT

Transport Strategy as important to enable modal transition, alongside good placemaking and the investment in active and sustainable transport infrastructure, to achieving the HGGT targets for active and sustainable travel.

What will it achieve?

Improving provision for active travel and increasing shared mobility will improve the attractiveness and flexibility of sustainable transport modes. The benefits of shared mobility include decreasing the cost of sustainable transport through increased flexibility and pricing making this an attractiveness alternative to private car use. Shared mobility options can also reduce overall journey times by sustainable transport modes and therefore ensuring travel time is more comparative with that of those trips taken by car.

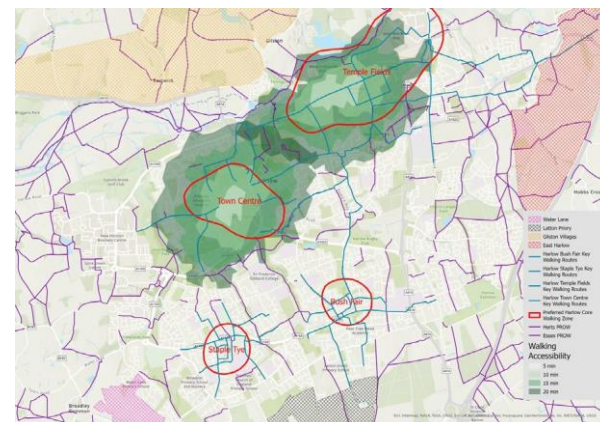
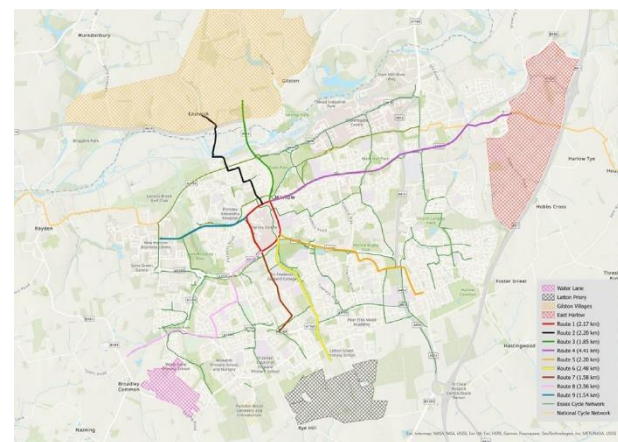


Figure 23: Town Centre and Templefields Walking Catchment



7.4.2 Component Description

This summary table sets out the component parts of the shared mobility and active travel theme. It establishes which individual programmes or schemes are included within the theme, a description of what it entails, its likely influence on modal choice for users, some of the key challenges to deliverability or the scope of influence on modes and how it may be interpreted differently for the strategic sites.

Component	What is it?	How does it influence modal shift?	Key challenges	Strategic Sites
S Shared Mobility Framework	A procurement/partnership framework approach that details the scope of shared mobility services that can be procured.	Provide a viable procurement route in which shared mobility services and products can be designed and delivered.	Resource within HGGT and partners is required to dedicate focus in progressing with this work. Currently being resourced in addition to core roles and has led to slow progress in establishing and embedding the framework.	HGGT growth comprises delivery of a number of separate new development. There is a risk without co-ordination that piecemeal measures in this space could fail to offer a realistic alternative to the private car and could conflict and undermine each other.
P Mobility Hubs	Developing multi-modal interchanges between active modes, public transport and micro mobility in existing and new communities.	Enables users to change modes efficiently, and first and last mile trips are integrated with medium and long-distance public transport journeys.	Identifying appropriate sites in new and existing communities and ensure that providers include the required level of modal integration.	New strategic housing sites. Residential and employment areas for end-to-end trips.
I Car Clubs	Car clubs offer vehicles for hire for members from locations near to where people live. Members can book cars in a variety of ways: online, by mobile app, or over the phone. They can access the car via a smart card or smartphone application. Members can use any car from a club's entire network across the UK. Car club operators typically own or lease their vehicles that are made available to their members for short-term use. The car club covers all the costs of owning and operating the vehicles.	Can support lower car ownership by providing car accessibility when required for trips not possible by public and active transport, for short trips by those without private car access.	Traditional success in car clubs has come in areas with high cost of car ownership and dense land use without access to private parking, and where there is a high level of commuting by public transport. Private companies will want a profitable operation.	Car club infrastructure could be included in new developments where dedicated car parking is limited.
P Cycle Storage Linked to LCWIP	Providing safe, on-street cycle storage to support journeys to and from work and other destinations, without the need for space at home.	Enables more trips by cycling through the provision of dedicated secure storage in place of on-road parking in residential and employment areas.	Allocating space for secure cycle parking at the expense of curb side parking. Requirement of proper maintenance to have long term impact.	As appropriate include secure cycle storage in proposals.
P E-Bike Scheme	Supporting residents in using E-Bikes through hire schemes or private ownership. Local authorities loan bikes to residents for a trial or offer interest free loans. Some schemes also have E-bikes available for rent for businesses and residents.	E-Bikes provide competition with cars on medium distance journeys' and those with less ability to cycle longer distance or can also be used to replace some servicing trips.	Secure storage for E-Bikes and high up-front costs for individual users, some challenges over low levels of familiarity	As appropriate include alongside standard cycle secure storage, potential to include E-bikes as alternative to high car provision.
P Cycle Hire Scheme	Cycle hire for short periods usually costed per mile/km with an unlock fee. Initial promotions can be used to encourage uptake.	Enables short trips around a town centre for those without access to a bicycle. Can include E-Bikes.	Many cycle hire schemes require ongoing subsidy. It can create impacts on streets through poor bike parking, this can be mitigated through requiring trip-end points to be in specific areas.	Ensuring that any cycle hire scheme can easily be expanded into new areas and incorporated into new developments.

Table 18: Description of shared mobility and active travel components

7.4.3 Local Impact

This summary table sets out the local impact analysis of parts of the shared mobility and active travel theme. Across each programme or scheme a number of key determinants are described, including what are the linked HGGT infrastructure elements that are already planned or under development, what key demographics will they impact, what is the spatial influence across different geographies, what is the likely share of movement trips and type that are impacts and finally, the likely scale of impact.

	Mobility Hubs	Car Clubs	Cycle Storage Linked to LCWIP	E-Bike Scheme	Cycle Hire Scheme
Linked HGGT Infrastructure Elements	Latton Priory, Gilston Villages, East of Harlow and Water Lane Mobility Hubs Existing hubs in Harlow	Latton Priory and Gilston Villages Mobility Hub	<ul style="list-style-type: none"> Radial Bus Radial Cycling LCWIP Routes 1-9 	Strategic development's mobility hubs	Strategic development's mobility hubs
Key Demographics	Residents or young professionals without cars	Residents without cars or single car families (north and central Harlow) Users are typically split 80% residential with 20% business use ranging from SMEs to large corporates and local authorities.	Residents without cars or secure off road bike storage	Internal Commuters	City centre workers and younger demographic
Key HGGT Geography	Gilston Villages, Latton Priory, East of Harlow and Water Lane. Existing hubs at the central Transport Interchange, Harlow Town and Mill railway stations, PAH and employment areas. Mobility hubs should be co-located and integrated into the village centre, next to amenities. However, this will be dependent on the detailed planning of the development and clearly needs to be integrated with car-free areas and cycling and walking routes.	North and central Harlow where car ownership is lower than in other areas.	<ul style="list-style-type: none"> Edinburgh Way Town Centre Rail Stations Residential areas with LCWIP connections 	All	Town centre including key nodes such as the railway station and bus station
Share of HGGT area trips impacted by intervention	Gilston and Latton Priory around <5% of future trip share	0-1%	0-2%	0-1%	0-2%
Scale of Impacts	High	High	Medium	High	High

Table 19: Summary of local impact of shared mobility and active travel components

7.4.4 Delivery and Funding

This table summarises the elements of delivery and funding critical to the different components. It gives high level information regarding the source of funding, the type of funding and scale required, and indicative package costs, who is likely to lead on delivery of the scheme or programme and what is the role of HGGT in the delivery.

Component	Source of Funding	Type of Funding			Indicative Package Cost (and how)	Proposed Delivery Organisation	Role of HGGT
		Resource	Capital	Revenue			
Shared Mobility Framework	Internal Resource	££	-	£	Around £30k to develop a shared mobility framework, ongoing resource to manage contracts.	HGGT and partners	Framework lead as co-ordinating body
Mobility Hubs	Developer Contributions and Developer Delivery	£	£££	£	Highly dependent on scale but small mobility hubs are around £500k -£1m per site	Developers All partners	Establish branding approach and integrate with bus theme
Car Clubs	Developer Contributions and Harlow and Essex working with a commercial partner	£	£	£	Some car clubs operate on commercial basis but can require up front support and some capital funding.	All partners	Lead on framework development to ensure consistency of approach
Cycle Storage Linked to LCWIP	DfT Harlow Council	£	£	£	Cycle hangers for residential areas cost £3,000 per hanger with most councils charging an annual fee for access. 10 hangers programme is likely to cost £30k per year	All partners	Integration role across themes
E-Bike Scheme	Developer Funding HGGT partners, DfT grants	£		£	Appendix D For local authorities, the cost is between £3-£5k per unit for e-assisted hire bikes. (CoMo UK)	All partners	Lead on framework development to ensure consistency of approach
Cycle Hire Scheme	Harlow and Essex working with a commercial partner	£	£	££	Cycle hire schemes mostly operate on a commercial basis but may require some up-front development/ financial support depending on scale Appendix E 100% pedal bike fleet costs £1.5k - £2.5k per unit (CoMo UK)	All partners	Lead on framework development to ensure consistency of approach

Table 20: Summary of delivery and funding considerations for share mobility and active travel components

Key:

£ - Low

££ - Medium

£££ - High

Indicative Programme Cost

Arup has produced a high-level indicative range of costs for the identified programmes, interventions and schemes. These are based on similar schemes developed for other local authorities, but for most costs there are significant scalability opportunities and challenges depending on the level of ambition and the exact proposal is taken forward. This would be confirmed through the development stage. Optimism bias has not currently been applied and all schemes are costed at current prices, with forecasts to 2050 made based on current prices, not accounting for varying levels of inflation. If schemes are delivered later or completed earlier this would also impact costs. The purpose of the costing is providing high level comparison of themes, not development of future budgets. Where development costs are identified, some could be delivered through internal resource if capacity and capability available.

	Low Estimate	High Estimate
Capital Cost	£2,660,000	£5,320,000
Revenue Cost	£5,625,000	£7,500,000
Development Costs	£290,000	£290,000

Table 21: Indicative HGGT area-wide programme costs for Increasing Shared Mobility and Active Travel

7.4.5 Component Summary

This summary table sets out, for the shared mobility and active travel theme, the identified prioritisation for each programme or scheme, the likely delivery timeframes, the potential impact range of modal shift and key actions to be taken for each identified programme.

The prioritised components, including a breakdown of key tasks, allocated to a detailed annual programme, with greater short-term (to 2025) granularity is provided overleaf in Table 23.

Intervention	Short term Priority	Timeframes	Potential Impact Range	Key Action
Shared Mobility Framework	High	Short-term	NA	Develop a procurement/partnership framework approach and review scope of services to be procured.
Mobility Hubs	High	Short-term development, medium-term delivery	0-5%	Establish key mobility hub locations and modal requirements in each location in line with ECC's mobility hub guidance
Car Clubs	Medium	Short-term development, medium-term delivery	0-1%	Engage with car club providers on the opportunity in the HGGT area and required support for car club scheme.
Cycle Storage Linked to LCWIP	Medium	Short-term development and delivery	0-1%	Develop scheme to enable the installation of cycle storage in areas with new cycle facilities where residents require it.
E-Bike Scheme	Low	Short-term development and delivery	0-1%	Work with neighbouring authorities to understand impact of E-Bike rental schemes.
Cyle Hire Scheme	Low	Short-term development and delivery	0-2.5%	Engage with operators on option for delivering cycle hire and consideration of local impacts (e.g. need for dedicated parking zones).

Table 22: Component summary table for shared mobility and active travel

7.4.6 Theme Prioritisation and Timeframes (short-term focus)

Development
Delivery

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exemplar
1. Shared Mobility Framework 1.1 Develop a procurement/partnership framework approach and review scope of services to be procured Output: Agreed framework that retains an appropriate level of local authority control with flexibility and scalability for shared mobility solutions 1.2 Commission a detailed Shared Mobility feasibility study (following the pre-market engagement study from 2021) Output: Specific locations are identified where mobility solutions will be most viable													
2. Mobility Hubs 2.1 Reconvene the Mobility Hub Working Group with the focus on how partners can work together to start to put hubs on the ground (the groups remit to be broadened to cover all aspects of Shared Mobility) Output: Engagement across partners on mobility hub design and develop that will link to planning policies and processes. 2.2 Consult with public on mobility hub options 2.3 Prepare a business case based on feasibility study findings for proposed mobility hub options to be taken forward 2.4 HGGT to commission the development of design and branding for Mobility Hubs Output: Will help establish a unified approach to mobilityhub deployment cross the development			C										
3. Car Clubs 3.1 Engage with Car Club operator to understand requirements for delivering car clubs in the HGGT area Output: Car club programmes developed to factor local context 3.2 Utilise Shared Mobility Working Group with HGGT, operators and developers to identify priority at car club locations (using feasibility study recommendations). Output: Cross partner agreement on car club implementation and priorities 3.3 Use Shared Mobility Framework to procure Car Clubs operator Output: Comprehensive tender process to appoint operator 3.4 Sign agreement with Car Clubs operator													
4. Cycle Storage Linked to LCWIP 4.1 Analyse potential opportunities along LCWIP routes that might benefit from cycle storage 4.2 Establish finding for cycle storage and establish programme for residents to apply for storage where on available off street													
5. E-Bikes 5.1 E-bike feasibility study to be conducted to determine most viable locations for implementing schemes 5.2 Engagement with E-Bike suppliers on requirements for delivery of E-Bike hire Scheme 5.3 Develop proposals for E-Bike Scheme including regulations on "hire area" and policies on price and usage 5.4 Launch Pilot of E-Bike Scheme in the HGGT area													

Table 23: Prioritised shared mobility and active travel programmes and timeframes for delivery

C Consultation

7.4.7 Theme Prioritisation and Timeframes (long-term focus)

Whilst Table 23 on the previous page gives a more detailed breakdown of the short-term priorities up until the end of 2025, this section expands to the 2040 future year and sets out the longer-term priorities. This is demonstrated in Table 24 below.

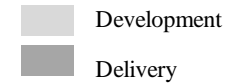


Table 24: Prioritised shared mobility and active travel programmes and timeframes for delivery (long term focus)

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exempla
Shared Mobility Framework													
Mobility Hubs													
Car Clubs													
Cycle Storage linked to LCWIP													
E-Bikes													

Short term Priority

Development

- Develop framework for shared mobility based on a procurement and partnership approach and review scope of services to be procured
- Consult on mobility hubs with communities and developers of strategic sites

Delivery

- Create shared mobility user group and use framework and reconvene Mobility Hub
- Working group to begin steps for delivery

Medium Priority

Development

- Prepare business case for mobility hubs
Analyse potential opportunities for cycle storage along LCWIP routes
- Evaluate feasibility of E-Bikes including locations
- Engage with Car Club providers

Delivery

- Deliver cycle storage and establish programme for residents to apply for storage

Long Priority

Development

- Launch pilot cycle hire and mobility hub schemes upon completion of all procurement and feasibility processes
- Sign agreement with chosen Car Club operator

Delivery

- Launch full cycle hire, E-Bike, Car Club and Mobility Hub scheme for users and monitor uptake and impact on trips

7.4.8 Benefits and Evidence

This section sets out the wider benefits that can be achieved (linked to the benefits map) through the delivery of the components that make up the shared mobility and active travel theme. It also demonstrates case studies of where similar has been developed and examples of how this could happen in the HGGT area and some outcomes that could be realised.

Wider Benefits

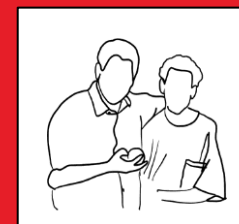
- Increased active travel for access to education
- Reduced air quality impacts on key local streets including school
- Reducing the environmental impact of transport to support a healthier and more sustainable community
- Improved access to local facilities
- Increased accessibility to town centres
- Enhanced safety of pedestrian and cycling infrastructure
- Improved health of local community
- Increase use of existing services and new usage of new infrastructure

Where has it been adopted?

- **Case study 1 – Exeter Co Cars Mobility Hub:** Award winning mobility hub giving residents of a new development in Exeter access to shared, public and active travel options.
- **Case study 2 – Redbridge Mobility Hubs:** The UK's first accredited mobility hub, the South Woodford mini-hub has an electric car club bay, seating, water fountain, cycle parking and flora within a reclaimed parking space, as well as adjacent bus stops and a tube station.

Example 1 – Shared Mobility

Using mixed modes of public and active travel has become easier with growing use of shared mobility services and the new mobility hubs.



Increasingly people are using both traditional or E-Bikes to access the improving bus network, whilst the stop is a bit further from our house the stop has safe storage for bikes, and as an extra bonus we can pick up parcels on the way home.

Example 2 – Cycle Parking

For those without a car, Harlow has become much easier to live in thanks to improvements in shared mobility. Rather than own a car, when needed, residents can book one through the car club or hire a variety of different bikes or wheels.



However, rather than always use a car, it's more affordable to use local public transport or cycle, with improved cycle storage outside homes, work and stations meaning bikes are safe.

7.5 Targeted Engagement Programmes

ARUP



7.5 Targeted Engagement Programmes

7.5.1 Introduction

What is the baseline situation?

There are existing pockets of good practice as delivered by ECC, working with local businesses and schools to promote sustainable transport use. A good example is the [Smarter Travel for Essex Network \(STEN\)](#) which helps businesses with 50+ employees prepare and implement effective travel plans to promote and encourage active and sustainable travel. Currently other programmes are largely focused on areas such as Colchester and Braintree with no activity of programmes with large trip generators taking place within the HGGT area. In order to meet the HGGT modal transition targets, a larger scale travel behaviour change programme is required to promote more sustainable travel patterns to places of employment, new housing developments, schools, colleges and for leisure purposes. These include specific projects being pursued by the ECC Sustainable Travel Planning Team (STPT) and other partners supporting sustainable travel initiatives, providing the framework to achieve more through a coordinated approach.

Why does it support the Vision for the HGGT area?

Engaging with schools, businesses, the local community and new residents in the strategic sites will be vital in encouraging the prevalence of walking, cycling and the use of public transport. It is essential in promoting sustainable development, reducing car

dependency, supporting the sustainable distribution of goods and encouraging safer places for communities. Ensuring sustainable access to businesses and schools helps unlock the growth ambition and provides an opportunity to level inequality through increasing access to education and employment by sustainable transport modes.

What will it achieve?

Working with large trip generators such as schools and businesses to reduce their single car occupancy use will have a significant impact on modal transition. Sustainable transport initiatives aimed at education, employment and residential sites in particular will provide focused cohorts within which activity can be progressed and more easily monitored.



Figure 25: Mode shift STARS – Centre of Excellence for the delivery of Effective Travel Plans in Education, Business and Residential Settings

7.5.2 Component Description

This summary table sets out the component parts of the targeted engagement programme theme. It establishes which individual programmes or schemes are included within the theme, a description of what it entails, its likely influence on modal choice for users, some of the key challenges to deliverability or the scope of influence on modes and how it may be interpreted differently for the strategic sites.

Table 25: Description of targeted engagement programme components

Component	What is it?	How does it influence modal shift?	Key challenges	Strategic Sites
P School Travel Scheme	Liaising with schools to understand current provisions of travel support and barriers to using sustainable travel, supporting them in the tailored development of a travel scheme to encourage sustainable travel and utilise new or improved sustainable travel opportunities, while monitoring student travel behaviour.	Supports key target demographics in utilising sustainable travel opportunities through engaging with schools and understanding barriers to sustainable travel. Monitors travel behaviour to better understand patterns and use to tailor plan more effectively.	School catchments can cover areas outside walking and cycling distances beyond walking, provision for the wider catchment needs to be in place also. Lack of resources and capacity within schools to support modal transition.	Developed and in place at schools across wider HGGT area, so when primary and secondary schools within strategic sites are open, they can be implemented from the outset and be further advanced based on learnings and recommendations from other HGGT area schools.
P Pathfinder Businesses and Institutions	Working with key employers to identify opportunity to partner in promoting sustainable travel to commuting and creation of a network of businesses to simplify engagement and gain feedback from businesses and institution on approaches and initiatives.	Businesses and institutions are directly engaged with on sustainable travel and can be used to promote better mobility choices among customers and employees, while acting as a soundboard to help improve initiative effectiveness.	Finding incentives for some businesses to act to reduce vehicle trips at their own monetary or time cost. Encouraging engagement during constrained business hours. Public sector bodies may have funding constraints	Working with commercial partners on strategic sites to support businesses buy in from the outset on sustainable travel outcomes and encourage engagement.
P Community Champions	Working with identified community leaders and groups of volunteers to champion and promote sustainable transport use in order to advocate for improved health and wellbeing within their local community.	Engages community with designing and reviewing initiatives and schemes to better tailor them for the people they will serve. Encourages the wider community to think about travel choices and their impact on the environment and health and wellbeing.	Identifying and supporting community champions to support longer term change. Engaging communities and encouraging them effectively to change their behaviour without the requirement to.	Encourage new residents to become Community Champions, will encourage their engagement with existing communities and shape their new communities.
P Business Engagement	Development of a tailored programme of travel support to engage with large trip generating employers and sites, to deliver sustainable travel orientated measures, alongside the regular monitoring of employee travel behaviour.	Working with the largest employee trip generators will enable a large proportion of the mode share to be targeted with tailored, specific measures. Monitoring employee travel patterns will enable continuous development and tailoring of initiatives as patterns evolve.	Encouraging employers to get on board with the scheme if they do not perceive problems with existing travel patterns. Collecting employee travel data can be resource heavy and take time to collate but it is essential to achieve a 'full picture' to develop the most effective schemes and initiatives.	Targeting of new commuter journeys from strategic sites, understanding where people commute to and what their commuting trips look like. Shaping commuter trips is essential from the outset of strategic development residency, as the provisions for sustainable community should already be in place.
P Marketing and Communications	Development of a marketing and communications plan to sell the HGGT Modal Transition vision to the target groups with the highest propensity to change. This can be done through an in-house appointment or through a specialist consultancy.	By targeting those who have the highest propensity to change their travel behaviour, initial engagement and communications can be most effective with less resourcing. It can then be dialled up based on requirements, such as strategic sites development.	Effectively targeting those with a lower propensity to change. Creating effective marketing and communications strategies that will achieve the desired level of impact and effectiveness.	Dial up marketing and communication strategy during the final stages of strategic sites development, to target new residents and encourage sustainable transport decisions from the outset.
P Residential Travel Support	Working with developers to promote sustainable travel, ensuring residential travel plans are in place to reduce the number of car journeys new developments will create and sustainable modes of transport usage is maximised.	Encourages residents of new developments to use sustainable travel through awareness and clear presentation on the availability and suitability of sustainable modes for different trip types. Offers point of call for understanding of sustainable modes available to those who may be new to the area.	Development of a strategy of comprehensive support for new residents. Creating services and mobility options that match the ambition of complete sustainable mobility options for residents of new developments.	All strategic sites should have a residential travel plan or relevant support in place to encourage and enable residents to utilise sustainable travel options for their trips, reducing the attractiveness of car trips.

7.5.3 Local Impact

This summary table sets out the local impact analysis of parts of the target engagement programme theme. Across each programme or scheme a number of key determinants are described, including what are the linked HGGT infrastructure elements that are already planned or under development, what key demographics will they impact, what is the spatial influence across different geographies, what is the likely share of movement trips and type that are impacts and finally, the likely scale of impact.

	School Travel Scheme	Pathfinder Businesses and Institutions	Community Champions	Business Engagement	Marketing and Communications	Residential Travel Support
Linked HGGT Infrastructure Elements	<ul style="list-style-type: none"> Cycling and Walking routes via schools LCWIP Routes 	<ul style="list-style-type: none"> Cycling and Walking routes via schools LCWIP Route 	To be utilised to help co-design new infrastructure and help embed and activate STC's	<ul style="list-style-type: none"> Radial Bus Radial Cycling 	To be determined in the marketing and communications plan but likely to help activate awareness/ encourage use of all new infrastructure	<ul style="list-style-type: none"> All STCs Strategic developments and associated Mobility Hubs
Key Demographics	Families and school age children / young adults	Employees and Business owners	Families living in high traffic streets	Employees and Business owners	Young people, Working age adults and Seniors	Future residents of new strategic developments
Key HGGT Geography	<ul style="list-style-type: none"> Four strategic developments Liveable streets 	<ul style="list-style-type: none"> Pinnacles Templefields Town centre Key institutions 	Area wide with particular focus on liveable streets	<ul style="list-style-type: none"> Pinnacles Templefields Town centre 	To be determined in the marketing and communications plan	All strategic sites
Share of HGGT area trips impacted by intervention	10-15%	5-10%	2-5%	5-10%	5-10%	5-10%
Scale of Impacts	High	Medium	Medium	High	High	High

Table 26: Summary of local impact of targeted engagement components

7.5.4 Delivery and Funding

This table summarises the elements of delivery and funding critical to the different components. It gives high level information regarding the source of funding, the type of funding and scale required, and indicative package costs, who is likely to lead on delivery of the scheme or programme and what is the role of HGGT in the delivery.

Component	Source of Funding	Type of Funding			Indicative Package Cost (and how)	Proposed Delivery Organisation	Role of HGGT
		Resource	Capital	Revenue			
School Travel Scheme	DfT HGGT core budget RIF	£	-	£	£150,000-£200,000 per annum (dependent on scale/ number of schools worked with)	HGGT Essex Harlow	Recruit officer Liaise with schools to understand current provision of support and barriers to sustainable mobility
Pathfinder Businesses and Institutions	DfT HGGT core budget RIF	££	-	£	£25,000-£50,000 (dependent on scale/ number of businesses worked with)	HGGT Essex Harlow	Recruit officer Create network of businesses
Community Champions	DfT HGGT core budget RIF	£	-	£	£25,000-£50,000 (dependent on scale/ number of community champions worked with)	HGGT Essex Harlow	Recruit volunteers Create network of communities
Business Engagement	DfT HGGT core budget RIF	£	-	£	£150,000-£200,000 per annum (dependent on scale/ number of businesses worked with)	HGGT Essex Harlow	Develop tailored travel support Engage with large trip generating employers
Marketing and Comms Plan	DfT HGGT core budget RIF	£	-	£	£50,000 - £75,000 for initial development of plan (dependent on if initial plan is outsourced to a consultancy or delivered in house) Circa up to £250,000 per annum for delivery of plan- (to include e.g. out of home costs for marketing, paid for social media, and other elements to be determined within the plan).	HGGT	Develop plan for implementation that will sell HGGT vision Determine appropriate channels and social media platforms
Residential Travel Support	S106 – Developer funding	£££	-	£	£50,000-£100,000 per annum (dependent on scale/ number of strategic sites worked with)	HGGT Essex Harlow Developers	Engage developers Appoint resource

Table 27: Summary of delivery and funding considerations for targeted engagement components

Key:

£ - Low - ££ - Medium - £££ - High

Indicative Programme Cost

Arup has produced a high level indicative range of costs for the identified programmes, interventions and schemes. These are based on similar schemes developed for other local authorities, but for most costs there are significant scalability opportunities and challenges depending on the level of ambition and the exact proposal is taken forward. This would be confirmed through the development stage. Optimism bias has not currently been applied and all schemes are costed at current prices, with forecasts to 2050 made based on current prices, not accounting for varying levels of inflation. If schemes are delivered later or completed earlier this would also impact costs. The purpose of the costing is providing high level comparison of themes, not development of future budgets. Where development costs are identified, some could be delivered through internal resource if capacity and capability available.

	Low Estimate	High Estimate
Capital Cost		
Revenue Cost	£10,300,000	£12,850,000
Development Costs	£200,000	£250,000

Table 28: Indicative HGGT area-wide programme costs for targeted engagement programmes

7.5.5 Component Summary

This summary table sets out, for the targeted engagement programme theme, the identified prioritisation for each programme or scheme, the likely delivery timeframes, the potential impact range of modal shift and key actions to be taken for each identified programme.

The prioritised components, including a breakdown of key tasks, allocated to a detailed annual programme, with greater short-term (to 2025) granularity is provided overleaf in Table 30.

Intervention	Short term Priority	Timeframes (estimates)	Potential Impact Range	Key Action
School Travel Scheme	Recruitment of a dedicated school engagement officer to liaise with schools on supporting modal transition and working with them to ensure all schools have a travel plan in place.	Short-term Liaising with schools – 3 months Development of a tailored travel planning education programme - 2 months Working with schools on delivery of site-specific travel plans and regular monitoring of student travel behaviour - ongoing	High	Liaising with schools to determine existing situation and development of a tailored travel planning education strategy to support school travel plan delivery once an officer has been recruited.
Pathfinder Businesses and Institutions	Recruitment of a dedicated businesses engagement officer to develop a business engagement strategy and feedback views from businesses.	Short-term Recruitment of officer – 3 months Engagement with businesses - ongoing	Medium	Recruitment of dedicated officer to develop comms channel and understand which businesses are interested in taking forward meaningful action.
Community Champions	Recruit network of community volunteers to engage with their communities and promote sustainable travel for their health and wellbeing.	Short-term Recruiting volunteers – 6 months Utilising Community Champions – 12 months	Low	Recruiting Community Champions to engage with community and feedback to HGGT.
Business Engagement	Develop a programme of tailored travel support for the biggest trip generating businesses, alongside engaging with new and potential businesses to support sustainable trips from the outset.	Short-term Programme development – 2 months Programme delivery and tracking of initiatives across businesses that can monitor uptake of sustainable travel - ongoing	Medium	Development of a programme of site-specific travel action plans with businesses, engagement with businesses to undertake regular monitoring of employee travel behaviour and framework for engaging with new businesses.
Marketing and Comms	Develop marketing and communication plan to sell HGGT vision of sustainable mobility, implement plan targeting those with high propensity to change.	Medium-term Develop marketing and communications plan and potential appointment of external resource support – 3 months Implementation of plan and subsequent management – ongoing	Medium	Assess options for social media and communication campaigns and develop plan for targeted campaigns to sell HGGT vision.
Residential Travel Support	Working with developers to promote sustainable travel, ensuring residential travel plans are in place to reduce the number of car journeys new developments will create and sustainable modes of transport usage is maximised.	Long-term Engage with developers on promotion of sustainable travel and development of travel plans – 3 months Development of travel plans for strategic sites – 6 months	High	Engage with developers and develop plans for sustainable travel from strategic sites to key destinations.

Table 29: Component summary table for targeted engagement programmes

7.5.6 Theme Prioritisation and Timeframes (short-term focus)

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exemplar
1. School Travel Scheme 1.1 Recruit a dedicated schools engagement officer. Liaise with schools to understand current provisions of travel support and barriers to using sustainable travel Output: Improved safety around the school, reduced congestion and safer walking and cycling routes 1.2 Develop a tailored travel planning education that will deliver initiatives to increase sustainable travel use Output: Bespoke programme of measures to be delivered with schools 1.3 Deliver the programme, including development of site-specific travel action plans with schools, working with them to help deliver the actions and undertake regular monitoring of student travel behaviour Output: Tracking of initiatives across schools that can monitor uptake of sustainable transport													
2. Pathfinder Businesses and Institutions 2.1 Recruit a dedicated business engagement officer who will create a network of businesses in the area, simplifying channels of engagement from local authority and act as a soundboard for businesses on travel and transport issues Output: Engaged cohort of businesses is formed who are interested in taking forward meaningful action on sustainable transport													
3. Community Champions 3.1 Recruit a network of volunteers to champion and promote sustainable transport use to help improve health and wellbeing in the local community Output: People who use their social networks and life experience to address barriers to engagement and improve connections between public authorities and their communities 3.2 Utilise the community champion network as a key group in the co-design of sustainable transport initiatives and scheme delivery and design Output: Network will ensure community buy in and resistance to sustainable transport measures are mitigated													
4. Business Engagement 4.1 Develop a programme of tailored travel support, developed to engage with large trip generating employers and sites to deliver sustainable travel orientated measures Output: Working with the largest trip generators will have the biggest impact on overall mode share targets 4.2 Deliver the programme, including site specific travel action plans with businesses, working with them to help deliver the actions and undertake regular monitoring of employee travel behaviour Output: Tracking of initiatives across businesses that can monitor uptake of sustainable transport													
5. Marketing and Comms Plan 5.1 Develop a marketing and communications plan that will sell the vision of HGCT modal transition and target groups with the highest propensity to change (resource to be determined in-house or appoint specialist consultancy) Output: Targeted marketing to sell the vision and targeted communication to activate change 5.2 Start to implement marketing and communications plan (to include social media campaigns and other comms channels as determined in the plan) Output: Marketing and Comms that can start to be dialled up in the lead up to strategic site development													

Table 30: Prioritised targeted engagement programmes and timeframes for delivery (short term focus)

7.5.7 Theme Prioritisation and Timeframes (long-term focus)

Whilst Table 26 on the previous page gives a more detailed breakdown of the short-term priorities up until the end of 2025, this section expands to the 2040 future year and sets out the longer-term priorities. This is demonstrated in Table 31 below.

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40			
											BAU	Ambition	Exemplar
<i>School Travel Scheme</i>													
<i>Pathfinder Businesses and Institutions</i>													
<i>Community Champions</i>													
<i>Business Engagement</i>													
<i>Marketing and Comms</i>													
<i>Residential Travel Support</i>													

Table 31: Prioritised targeted engagement programmes and timeframes for delivery (long term focus)

Short term priority

Development

- Develop strategies to engage with schools and businesses to understand current provision of sustainable travel support and barriers to uptake.
- Engage with local communities on proposals and HGGT vision.

Delivery

- Recruit dedicated officers to engage with schools, businesses and institutions. Work with schools and businesses to develop tailored, site-specific travel plans.

Medium term priority

Development

- Creation of community and business networks, simplifying engagement channels and recruiting volunteers to champion sustainable transport.

Delivery

- Deliver sustainable transport schemes incorporating views from targeted engagement and monitor school and business travel behaviour to evaluate impact.

Long term priority

Development

- Understanding the needs of the new residents of strategic developments
- Liaising with developers on provisions of mobility to enable sustainable travel.

Delivery

- Provide comprehensive travel support through plans for new residents of strategic sites, supported through the development of sustainable mobility options in the area

7.5.8 Benefits and Evidence

This section sets out the wider benefits that can be achieved (linked to the benefits map) through the delivery of the components that make up the targeted engagement programme theme. It also demonstrates case studies of where similar has been developed and examples of how this could happen in the HGGT area and some outcomes that could be realised.

Wider Benefits

- Engagement with the community ensures everyone can have an opinion
- Involving communities through a collaborative design approach is essential for delivering successful schemes
- Overcomes resistance to change and uncertainty
- Increased community pride and a sense of ownership
- More responsive and tailored transport system

Where has it been adopted

- **Case study 1 – Bristol Travel West:** Active Travel Champions project where the purpose is to get more people walking or cycling to work through peer lead support. Currently has over 250 Champions in a range of businesses, from the region's largest to smaller businesses.
- **Case study 2 – Mode shift STARS:** Centre of Excellence for the delivery of effective travel plans in education, business and residential settings. The scheme recognises organisations that have shown excellence in supporting active and sustainable forms of travel.

Example 1 - Raising Awareness for Active Travel

Awareness of the range of active travel options and infrastructure improvements to cycle routes and school streets has increased.

Now a variety of sustainable modes are used for different trip types, with a car used as a last resort for some trips that can't be completed through active travel or public transport.



Example 2 - Travelling to Work and School

Companies are driven to achieve recognition for the quality of their travel plans and the impact they have had on employee commuting patterns.

Schools are focusing on reducing pupil drop-offs by car which is managed by the implementation of school streets and reduced traffic at these times making alternative modes safer and more attractive.





7.6 Rebalancing the Cost of Travel

7.6.1 Introduction

What is the baseline situation?

Currently driving is not only significantly quicker for many journeys within the HGGT area it's also cheaper than public transport for most journeys especially where free or cheap parking is offered at workplaces or destinations. Employers are also not currently incentivised to promote active and public transport for employment over commuting by car with high levels of parking at many workplaces.

Why does it support the Vision for the HGGT area?

Pricing measures are not the preferred vision for delivering modal transition however pricing remains a key tool in many areas to deliver transition from high car dependency. However, an approach to reviewing the comparable cost of travel could provide an incentive for easily switchable trips to be undertaken by sustainable modes and can provide revenue which supports public and active transport measures. Ensuring economic growth and investment in town centres will be a vital consideration as part of this package of measures.

What will it achieve?

When the requisite alternatives to private transport are in place, the modal transition to public transport should be on a positive path.

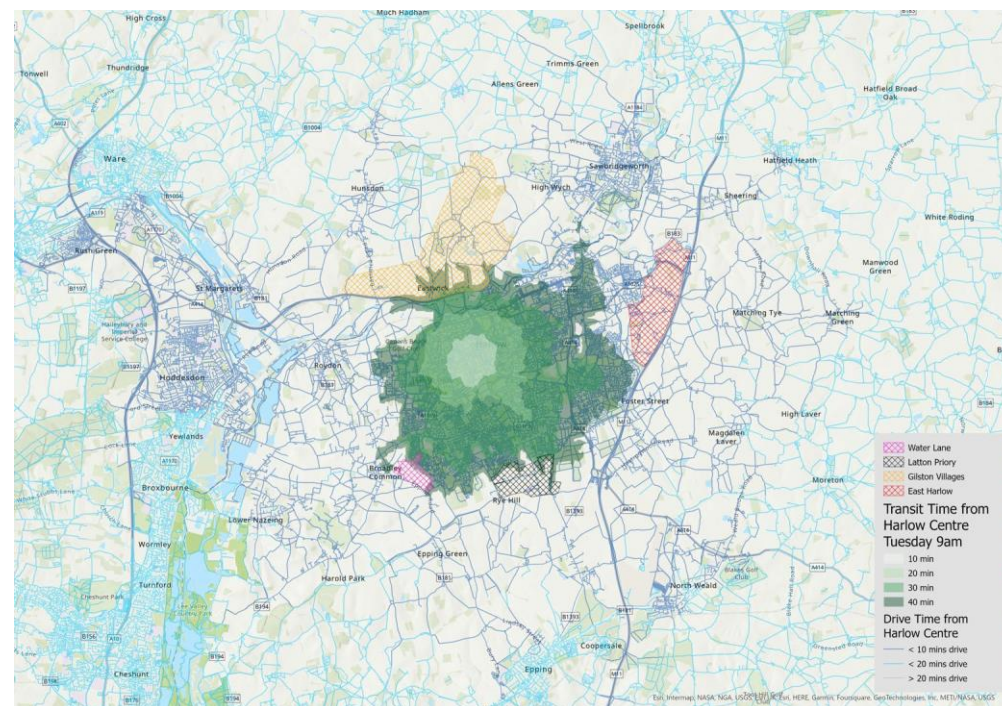


Figure 26: Car vs Public Transport Accessibility

7.6.2 Component Description

This summary table sets out the component parts of the rebalancing the cost of travel theme. It establishes which individual programmes or schemes are included within the theme, a description of what it entails, its likely influence on modal choice for users, some of the key challenges to deliverability or the scope of influence on modes and how it may be interpreted differently for the strategic sites.

	Component	What is it?	How does it influence modal shift?	Key challenges	Strategic Sites
S	Parking Management Strategy	Reviewing the price of public and on street parking.	Alongside reviewing supply (see roads streets and neighbourhoods) the cost of parking can influence modal choice of users.	Public parking represents only a small share of total parking and retail, and employment parking is outside of the town centre and direct public control.	N/A
S	Strategic Sites Parking Management Strategy	Ensuring the pricing of parking in strategic sites encourages sustainable travel including costs of parking permits.	Ensuring that new sites are developed with coherent parking pricing strategy that ensures short trips are undertaken by sustainable modes.	Developers will need balance the needs of parking and ensure development are attractive to residents.	Will set out a pricing strategy for strategic site parking including on-street and public parking.

Table 32: Description of rebalancing the cost of travel components

7.6.3 Local Impact

This summary table sets out the local impact analysis of parts of the rebalancing the cost of travel theme. Across each programme or scheme a number of key determinants are described, including what are the linked HGGT infrastructure elements that are already planned or under development, what key demographics will they impact, what is the spatial influence across different geographies, what is the likely share of movement trips and type that are impacts and finally, the likely scale of impact.

	Parking Management Strategy	Strategic Sites Parking Management Strategy
Linked Infrastructure Elements	All	All
Key Demographics	Car owners and visitors	All car
Key HGGT Geography	Car owning households and businesses	Car owning households and businesses
Share of Trips Impacted	Around half of all trips end in Harlow	15% of Harlow in new developments
Scale of Impacts	Medium	Medium

Table 33: Summary of local impact of rebalancing the cost of travel components

7.6.4 Delivery and Funding

This table summarises the elements of delivery and funding critical to the different components. It gives high level information regarding the source of funding, the type of funding and scale required, and indicative package costs, who is likely to lead on delivery of the scheme or programme and what is the role of HGGT in the delivery.

Component	Source of Funding	Type of Funding			Indicative Package Cost (and how)	Proposed Delivery Organisation	Role of HGGT
		Resource	Capital	Revenue			
Parking Management Strategy	Revenue Positive	£££	£	Potentially revenue positive	Policy development of £25k, consultation costs of £20k, implementation cost vary	Harlow Council	Deliver in collaboration with Harlow Council
Strategic Sites Parking Management Strategy	Developer Funding	££		Potentially revenue positive	Initial Policy development of £25k, consultation cost of £20k, implementation cost vary	HGGT	Work with developers on proposals

Table 34: Summary of delivery and funding considerations for rebalancing the cost of travel components

Key:
£ - Low
££ - Medium
£££ - High

Indicative Programme Cost

Arup has produced a high-level indicative range of costs for the identified programmes, interventions and schemes. These are based on similar schemes developed for other local authorities, but for most costs there are significant scalability opportunities and challenges depending on the level of ambition and the exact proposal is taken forward. This would be confirmed through the development stage. Optimism bias has not currently been applied and all schemes are costed at current prices, with forecasts to 2050 made based on current prices, not accounting for varying levels of inflation.

If schemes are delivered later or completed earlier this would also impact costs. The purpose of the costing is providing high level comparison of themes, not development of future budgets. Where development costs are identified, some could be delivered through internal resource if capacity and capability available. For rebalancing the cost of travel only development costs have been identified as many schemes could be developed on a cost neutral or profit-making basis, depending on the assumptions and development route of the different options. Revenue could then be used to fund other interventions.

	Low Estimate	High Estimate
Capital Cost	n/a	n/a
Revenue Cost	n/a	n/a
Development Costs	£200,000	£300,000

Table 35: Indicative HGGT area-wide programme costs for rebalancing the cost of travel

7.6.5 Component Summary

This summary table sets out, for the rebalancing the cost of travel theme, the identified prioritisation for each programme or scheme, the likely delivery timeframes, the potential impact range of modal shift and key actions to be taken for each identified programme.

The prioritised components, including a breakdown of key tasks, allocated to a detailed annual programme, with greater short-term (to 2025) granularity is provided overleaf in Table 37.

Intervention	Short term Priority	Timeframes	Potential Impact Range	Key Action
Parking Management Strategy	High	Short-term <ul style="list-style-type: none"> Develop strategy Manage parking provision in key areas 	1-5%	Develop a proposal for a comprehensive review of parking management and pricing in conjunction with the Town Centre Strategy. Ensure this is balanced against the economic vitality of the town, but with an aim to promote more journeys by public and active travel.
Strategic Sites Parking Management Strategy	High	Medium-term <ul style="list-style-type: none"> Develop strategy and engage with developers 	1-5%	Begin engagement with developers and Local Government on proposed parking provision, permitting and pricing proposals.

Table 36: Component summary table for rebalancing the cost of travel engagement programmes

7.6.6 Prioritisation and Timeframes (short-term focus)

Development

Delivery

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exemplar
1. Parking Management Strategy <i>1.1 Develop a parking management strategy which sets out how parking will be managed to prioritise the use of sustainable modes for short trips within the HGGT area</i> Output: Strategic plan for parking management in the area which supports the modal transition objective <i>1.2 Consultation on parking management strategy and finalisation of strategy for proposed implementation</i> Output: Community feedback can be used to further develop aspects of the strategy enabling it to reach final form ready for implementation													
2. Strategic Sites Parking Management Strategy <i>2.1 Develop parking management and pricing strategy to implement, coinciding with the first resident for each strategic sites to limit on-street parking at the outset and encourage car-free development</i> Output: Strategic plan for parking in strategic sites to limit provision for new residents encouraging use of alternative modes <i>2.2 Consultation on parking policies with developers for a coordinated approach</i> Output: Coordinated approach for all strategic sites to ensure provision is in-line with requirements to achieve modal transition													

Table 37: Prioritised rebalancing the cost of travel programmes and timeframes for delivery (short term focus)

C Consultation

7.6.7 Prioritisation and Timeframes (long-term focus)

Whilst Table 37 on the previous page gives a more detailed breakdown of the short-term priorities up until the end of 2025, this section expands to the 2040 future year and sets out the longer-term priorities. This is demonstrated in Table 38 below.

Table 38: Prioritised rebalancing the cost of travel programmes and timeframes for delivery (long term focus)

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exemplar
<i>Parking Pricing Strategy</i>													
<i>Strategic Sites Parking Policies</i>													

Short term priority

Development

- Develop strategy for town centre parking and reducing provision to maximise impact on increasing sustainable mode trips.
- Develop strategy based on examples presented for new developments to mitigate unnecessary private car ownership for strategic developments.
- Consult with developers on suitability of strategy.

Delivery

- Once developers have been consulted, incorporate strategy into proposals for strategic sites.
Once consultations for pricing and provision of parking in the town centre, incorporate into relevant council strategy or policy.

Medium term priority

Development

- Utilise strategies to encourage car free residents. Develop public transport and sustainable mode options alongside to ensure mobility is not negatively affected.

Delivery

- Ensure strategic sites are delivered alongside relevant parking policies and parking provision is delivered by stakeholders in line with policies.

Long term priority

Development

- Develop strategy in line with potential national policy which may be in place in the future.

Delivery

- Deliver strategy with partner councils to ensure strategy is area wide.

7.6.8 Benefits and Evidence

This section sets out the wider benefits that can be achieved (linked to the benefits map) through the delivery of the components that make up the rebalancing the cost of travel theme. It also demonstrates case studies of where similar has been developed and examples of how this could happen in the HGGT area and some outcomes that could be realised.

Wider Benefit

- Supports affordable and inclusive access to employment opportunities and services.
- Improving social equity, economic opportunities for residents
- Balancing accessibility for all socio-economic groups and reductions in both emissions and congestion which benefit many communities.
- Funding from government can support residents transition to cleaner vehicles alongside funding sustainable transport interventions.

Where has it been adopted

- **Case Study 1 – Nottingham Workplace Parking Levy:** All employers providing parking spaces are legally obliged to licence the spaces and may be liable to pay. Employers may choose to reclaim this payment from their employees. This has led to a decrease in workplace parking space provision in the city.
- **Case Study 2 – Lambeth Kerbside Strategy:** Sets out the council's vision to reclaim the kerbside as a public space. Currently, 94% of kerbside space is used as parking provision and the plan is to transform 25% of kerbside space into places for people such as cycle storage, parklets and other spaces for community use.

Example - Parking Permits and Reducing Traffic

The new developments in the HGGT area have controls on parking permits which means that most households have a single vehicle. This has meant that whilst Harlow's population has grown by 15% the overall level of traffic remains at 2022 levels.

The lack of high levels of parking provision has meant the new developments will be supporting increased public transport use on the STCs and turn-up-and-go service levels which benefit the town.

7.7 Sustainable Freight and Deliveries



7.7 Sustainable Freight and Deliveries

7.7.1 Introduction

What is the baseline situation?

Currently, there are a range of local convenience stores offering parcel pick-up and drop-off for a range of couriers. There is little coordination for freight and deliveries and the traffic created can make walking and cycling less attractive. This is in line with the national context, where freight and deliveries is road centric.

Why does it support the Vision for the HGGT area?

Whilst freight and delivery trips are not part of the mode share calculations reducing the total trips and improving the way freight and deliveries are conducted would make the HGGT area a more attractive place to travel by active and public transport. This in turn allows for more reliable operation of the road network for the movement of freight to support logistics, distribution and service sector companies based in the area, which are a large part of the HGGT economy.

What will it achieve?

An exploration into the freight and delivery solutions that can alleviate congestion and provide sustainable last mile deliveries, through sustainable modes and utilisation of mobility hubs as ‘service points’ for pick-up and drop-off of deliveries.

There are opportunities for low carbon vehicle use, delivery hubs and last mile logistics which use electric vehicles, cargo bikes to deliver goods to local centres or the final destination, especially with the new provision of infrastructure as part of the HGGT area strategic developments.

What to include in your eco-friendly delivery strategy

Eco-friendly vehicles and fuel	+
Optimise delivery routes	+
Green delivery slots	+
Click and collect	+
Sustainable packaging	+
Efficient delivery packing	+

Figure 27: British Business Bank eco-friendly delivery strategy

7.7.2 Component Descriptions

This summary table sets out the component parts of the sustainable freight and deliveries theme. It establishes which individual programmes or schemes are included within the theme, a description of what it entails, its likely influence on modal choice for users, some of the key challenges to deliverability or the scope of influence on modes and how it may be interpreted differently for the strategic sites.

Component	What is it?	How does it influence modal shift?	Key challenges	Strategic Sites
<div>P</div> Sustainable Deliveries	Encouraging business to undertake sustainable local deliveries through transition to electric vehicles or suitable modes.	Improve air quality through use of more suitable low impact vehicles or automated deliveries. Incorporating deliveries into mobility hubs can remove the need for last mile deliveries through integration with parcel lockers and pick- up points.	Delivery firms work in a competitive marketplace and will need support to adapt to new vehicles or financial support/incentives.	Opportunity to embed sustainable freight and deliveries into commercial strategic sites. Opportunity to incorporate parcel lockers at mobility hubs within new developments.
<div>S</div> Cargo Bike Scheme	Providing support to local businesses to replace delivery vehicles with cargo bikes.	Reduces traffic and improves local air quality through use of cargo bikes instead vehicles.	Cargo bike have been successful in cities where journey times by car are less competitive, and bikes can offer competitive journey times.	Opportunity to embed cargo bike schemes into commercial strategic sites.

Table 39: Description of sustainable freight and deliveries components

7.7.3 Local Impact

This summary table sets out the local impact analysis of parts of the sustainable freight and deliveries theme. Across each programme or scheme a number of key determinants are described, including what are the linked HGGT infrastructure elements that are already planned or under development, what key demographics will they impact, what is the spatial influence across different geographies, what is the likely share of movement trips and type that are impacts and finally, the likely scale of impact.

	Sustainable Deliveries	Cargo Bike Scheme
Linked HGGT Infrastructure Elements	NA	STCs, LCWIP routes
Key Demographics	All	Local businesses
Key HGGT Geography	All	Harlow Town Centre
Share of Harlow trips impacted by intervention	NA	NA
Scale of Impacts	Medium	Medium

Table 40: Summary of local impact of sustainable freight and deliveries components

7.7.4 Delivery and Funding

This table summarises the elements of delivery and funding critical to the different components. It gives high level information regarding the source of funding, the type of funding and scale required, and indicative package costs, who is likely to lead on delivery of the scheme or programme and what is the role of HGGT in the delivery.

Component	Source of Funding	Type of Funding			Indicative Package Cost (and how)	Proposed Delivery Organisation	Role of HGGT
		Resource	Capital	Revenue			
Sustainable Deliveries	Local Authority Funding and Private Sector	££	££	££	Developing a local freight and delivery sustainability programme Costs can be reduced by implementing parcel pick-ups at mobility hubs, as it consolidates deliveries at a key interchange.	HGGT partners to lead on strategy – delivery by private sector providers.	Engage with Harlow and local businesses on potential for the scheme, explore feasibility within Harlow context.
Cargo Bike Scheme	Local Authority funding and Private Sector Government grants Cargo Bike delivery companies	£	-	£	Scheme costs dependent on scale of cargo bike and degree of subsidy. Per bike approx. £1.5k-£4k dependent on powertrain.	HGGT partners to lead on strategy – delivery by private sector providers.	Support Harlow in developing scheme

Table 41: Summary of delivery and funding considerations for sustainable freight and deliveries components

Key:
£ - Low
££ - Medium
£££ - High

7.7.5 Component Summary

This summary table sets out, for the sustainable freight and deliveries theme, the identified prioritisation for each programme or scheme, the likely delivery timeframes, the potential impact range of modal shift and key actions to be taken for each identified programme.

The prioritised components, including a breakdown of key tasks, allocated to a detailed annual programme, with greater short-term(to 2025) granularity is provided overleaf in Table 43.

Intervention	Short term Priority	Timeframes	Potential Impact Range	Key Action
Sustainable Deliveries	Low	Medium-term <ul style="list-style-type: none">Evaluate options to shift deliveries towards sustainability	0-1%	Working with businesses to understand how they could be encouraged to deliver sustainable delivering, alongside identifying opportunities to incorporate parcel delivery with mobility hubs.
Cargo Bike Scheme	Low	Medium-term <ul style="list-style-type: none">Engage with communities and businesses on appetite to utilise cargo bikes	0-1%	Engaging with Cargo Bike providers to understand costs of Cargo Bike scheme for local businesses. Assess potential opportunities to bid for central government funding to support scheme.

Table 42: Component summary table for sustainable freight and deliveries programmes

7.7.6 Theme Prioritisation and Timeframes (short-term focus)

Development

Delivery

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-2040	BAU	Ambition	Exemplar
2. Sustainable Freight Deliveries 2.1 Long term strategy that requires engagement and consultation Output: Engage with businesses as part of targeted engagement programmes to ensure sustainable movement of goods and understand concerns around logistics						C							
3. Cargo Bike Scheme 3.1 Engage with businesses and communities to understand where opportunities for cargo bike schemes might exist Output: A strategy can be developed following this to provide opportunities to businesses and communities to utilise cargo bikes 3.2 Deliver strategy ensuring businesses and individuals are aware of the opportunity Output: Cargo bikes are utilised for existing trips currently done by non-sustainable modes						C							

Table 43: Prioritised sustainable freight and deliveries programmes and timeframes for delivery (short term focus)

C Consultation

7.7.7 Theme Prioritisation and Timeframes (long-term focus)

Whilst Table 43 on the previous page gives a more detailed breakdown of the short-term priorities up until the end of 2025, this section expands to the 2040 future year and sets out the longer-term priorities. This is demonstrated in Table 44 below.

	2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-40	Scenario Priority		
											BAU	Ambition	Exemplar
Sustainable Freight and Deliveries													
Cargo Bike Scheme													

DevelopmentDelivery

Table 44: Prioritised rebalancing the cost of travel programmes and timeframes for delivery (long term focus)

Short term priority

Development

- Develop strategy for future of freight in HGGT area.
- Present strategy and engage on feedback for further development.
- Consult with local businesses and logistics providers on suitability of strategy.
- Develop framework for cargo bike schemes.

Delivery

- Once businesses and logistics providers have been consulted incorporate strategy into proposals for strategic sites and wider HGGT proposals.

Medium term priority

Development

- Assess viability of new freight and delivery technologies, example case studies utilised in scenarios that align with concerns around deliveries and logistics experienced in Harlow.
- Engage with opportunities to source funding such as government grants or private sector subsidies.

- Assess feasibility and appetite for local businesses using cargo bikes.

Delivery

- Deliver applications for funding where relevant.
- Framework for delivering sustainable freight infrastructure.

Long term priority

Development

- Understand the needs of sustainable freight in the current (future) scenario and develop intervention proposals in line with this.
- Develop strategy in line with potential national policy which may be in place in the future.

Delivery

- Deliver required infrastructure for improving the sustainability of freight, logistics and deliveries within the HGGT area, alongside required policies and alignment with government policy.

7.7.8 Benefits and Evidence

This section sets out the wider benefits that can be achieved (linked to the benefits map) through the delivery of the components that make up the sustainable freight and deliveries theme. It also demonstrates case studies of where similar has been developed and examples of how this could happen in the HGGT area and some outcomes that could be realised. Although the case studies are at a relatively infant stage, they reflect the current situation and are expected to be developed into fully worked up schemes by the time we propose HGGT develops similar schemes.

Wider Benefits

- Reduced congestion from delivery vehicles
- Optimised public transport routes, first and last mile solutions
- Improved sustainability of wider supply chain
- Improved efficiency for delivery companies
- Integration with other trip types, reducing unnecessary trips

Where has it been adopted

- **Case study 1 – Farr Out, Edinburgh:** Cargo Cycle company providing first/last mile same-day deliveries, stock holding and delivery fulfilment across Edinburgh.
- **Case study 2 – Autonomous Delivery Robots, Milton Keynes:** Food and grocery delivery from a range of merchants in the city are delivered by autonomous, electric robots.

Example 1 - Convenient and Sustainable Home Deliveries

Residents can choose a green delivery slot, which groups orders together by location. This is attractive as they can be priced cheaper and benefit the environment.



Residents can choose to collect deliveries from a local hub parcels can be collected from different couriers from one place saving time and money for both residents and delivery companies.

Example 2 – Future of Deliveries

Sustainable first and last-mile deliveries are a lot more commonplace in the area now. Autonomous delivery robots are also seen bringing people's groceries to their door.



There has been a huge reduction in the number of trips by private car because of the impacts of these new approaches to delivery, alleviating congestion and giving people more free time.

8. Scenarios

8.1 Introduction

Three scenarios have been developed to provide an indication of potential pathways to achieving the HGGT modal transition objectives.

The following sub-sections include further details on each scenario, applied to both the HGGT area itself and strategic sites.

Scenario	Falling behind achieving the objectives for HGGT (BAU)	Trailing the target timeframes but progressing towards the objectives for HGGT (Ambition)	On track to achieve the objectives for HGGT (Exemplar)
Summary	No significant changes beyond committed infrastructure and developer funding for new infrastructure and only a small behavioural change programme in place.	Delivery of some targeted interventions has been achieved, however more controversial and higher cost schemes not delivered.	Difficult decisions regarding the delivery of more controversial and higher cost schemes have been made which reinforces growth in active and public transport through improved services and land use change.

8.2 Exemplar: Harlow

In this scenario, the mode share objective for the HGGT area is achieved by 2035 and overall vehicle trips across HGGT are below today's level, ensuring traffic and congestion levels do not increase.

Using available resources, HGGT successfully delivers interventions that contribute to the modal transition in the short term and in response to this approach, the HGGT area continues to receive significant funding from Local and Central Government to deliver further improvements.

The timely delivery of interventions such as STCs and improved public transport increases public support for further interventions are combined with locally implemented mechanisms which support the ongoing cost of public transport. The HGGT area's roads become less congested, which in turn enables the re-prioritisation of road space in the high streets and town centre to develop and supporting active transport. Lower traffic and greater bus priority supports the bus networks performance and makes the HGGT area a more attractive place to walk and cycle.

Working from home has a sustained impact on how often people choose to commute and local travel increases substantially, typically by walking or cycling. E-bikes are particularly popular for travel to mobility hubs over middle distances combined with an improved bus network supported by DRT in lower density areas.

Trip type	Walk	Cycle	Rail / Bus	Car	Car passenger
Commuting and business	Minor change	Minor change	Major change	Major change	Major change
Education or education escort	Major change	Minor change	Major change	Major change	Major change
Shopping and leisure	Minor change	Minor change	Minor change	Major change	Major change

Minor change   Major change 

Table 45: Indicative modal transition impact by trip type (Exemplar: Harlow)

By 2040:



10,389 additional total daily trips

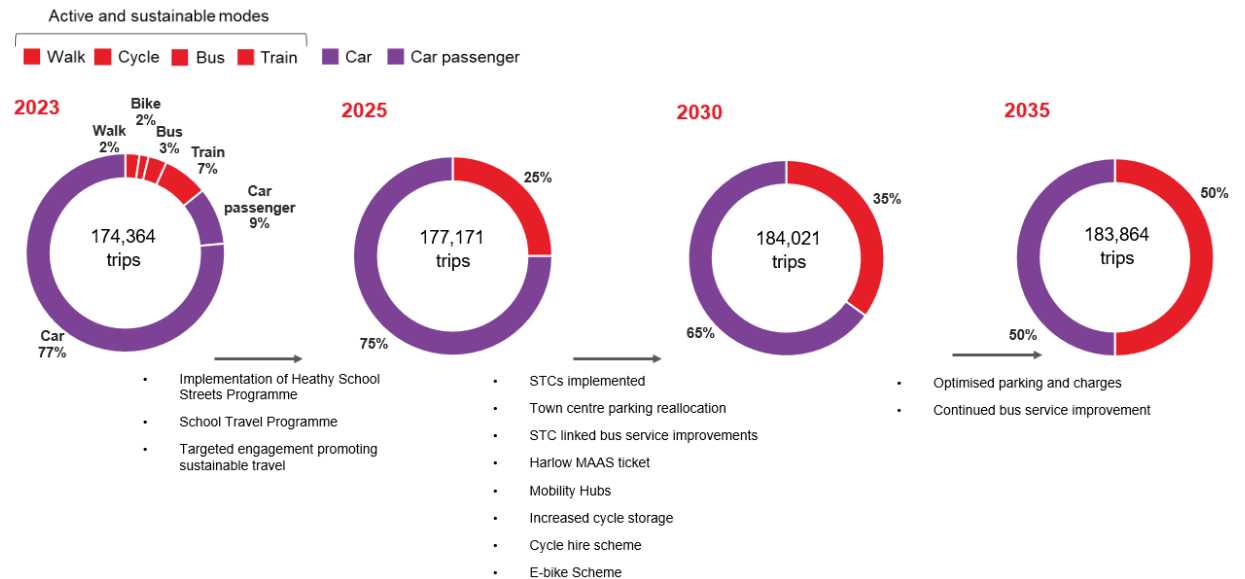


52,472 additional daily trips by active and sustainable modes



42,083 fewer daily trips by car modes

27% increase in active and sustainable mode share



8.3 Exemplar: Strategic Sites

In this scenario, the mode share objective for the strategic sites is achieved by 2035.

The strategic sites are designed in such a way that supports high active and public transport travel for all trip types, growing the active and sustainable mode share quickly from 15% to 47% to 2030. The modal transition is further advanced up to 2035 due mostly to implementation of parking policies which discourage short vehicle trips and high-quality walking and cycling routes.

Initially lower rates of public transport take up are seen as service levels builds as demand increases. Developments are attractive to new and existing residents partially because of the sustainable lifestyle they deliver for residents.

Short trips are concentrated on walking and cycling, this includes access to schools, retail and local leisure facilities. Cycling occurs along dedicated cycle routes and local streets and safe storage is provided at key locations.


For journeys into Harlow and onwards, many residents use the high-quality turn up and go local bus provision utilising the STCs or an expanded DRT to get to the town centre and for regional connections via the train or bus station.


Trip type	Walk	Cycle	Rail / Bus	Car	Car passenger
Commuting and business	▲	▲	▲	▼	▼
Education or education escort	▲	▲	▲	▼	▼
Shopping and leisure	▲	▲	▲	▼	▼


Minor change ▲ Major change ▼

Table 46: Indicative modal transition impact by trip type (Exemplar: Strategic Sites)

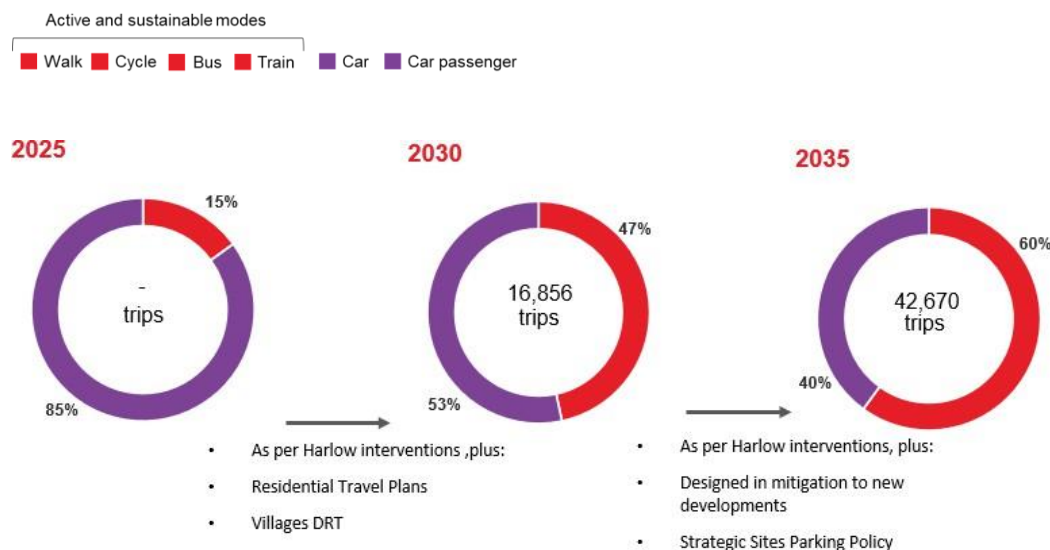
By 2040:

 **68,320** additional total daily trips

 **40,992** additional daily trips by active and sustainable modes

 **27,328** additional daily trips by car modes

60% active and sustainable mode share



8.4 Ambition: Harlow

In this scenario, the mode share objective for the HGGT area is on track to be achieved by the late 2040s.

Using available resources HGGT successfully delivers some targeted interventions that translate to a modest transition to active and sustainable modes in the short term. This places some pressure on HGGT to invest in interventions that will result in a step change between required after 2035.

In the short-term, the focused implementation of Healthy School Streets and School Travel Programmes result in behaviour change from car to walk, cycle and bus for education and education escort trips.

Investment in active travel interventions in the medium-term such as cycle hire schemes, E-bike schemes and cycle storage infrastructure increases the share of active travel for the broader HGGT area population including longer commuting trips.




The joined-up thinking demonstrated by HGGT partners in terms of their plan to increase bus patronage is recognised by Central Government and some funding is received for bus service improvements. This increases the public transport mode share in the HGGT area, but cars are still dominant trips of a medium length.

Trip type	Walk	Cycle	Rail / Bus	Car	Car passenger
Commuting and business	Minor change	Major change	Major change	Major change	Major change
Education or education escort	Major change	Major change	Major change	Major change	Major change
Shopping and leisure	Major change	Minor change	Major change	Major change	Major change

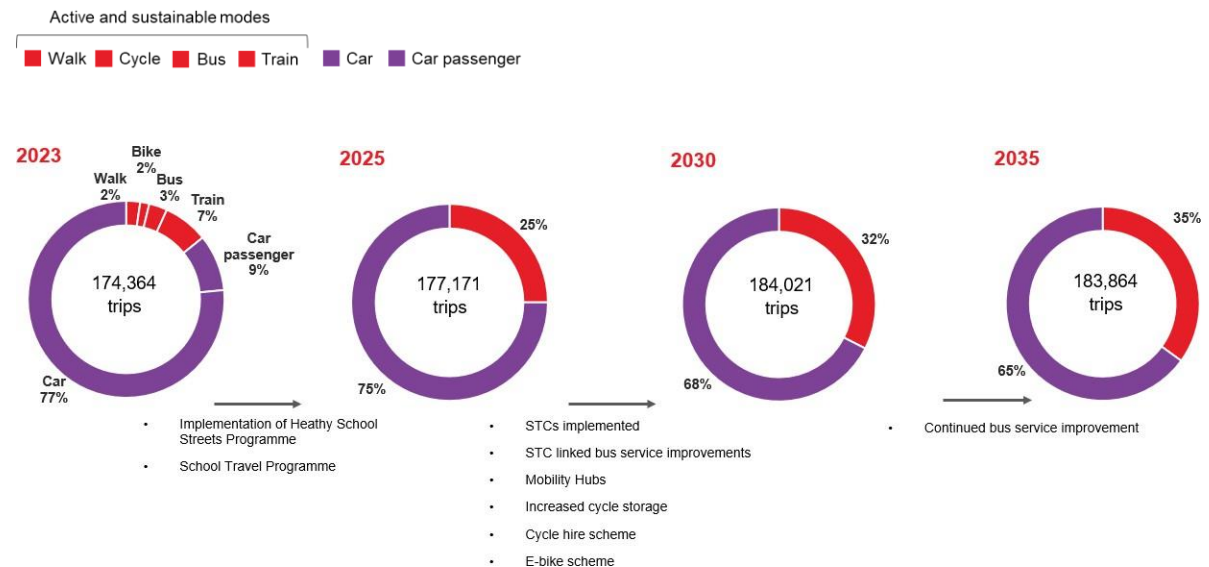
Minor change Major change

Table 47: Indicative modal transition impact by trip type (Ambition: Harlow)

By 2040:

-  **10,389** additional total daily trips
-  **52,273** additional daily trips by active and sustainable modes
-  **41,884** fewer daily trips by car modes

27% increase in active and sustainable mode share



8.5 Ambition: Strategic Sites

In this scenario, the mode share objective for the strategic sites is achieved by 2040.

The strategic sites are designed in such a way that supports high active and public transport travel for all trip types, growing the active and sustainable mode share quickly from 15% to 45% to 2030. A steadier transition is observed in the years from 2030 as residents have their established travel patterns, so investment in further infrastructure provision or behaviour change programmes is required to be very effective and targeted.

Short trips are concentrated on walking and cycling, this includes access to schools, retail and local leisure. Cycling occurs along dedicated cycle routes and safe storage is provided at key locations.


For journeys into Harlow and onwards, many residents use the local bus provision utilising the STC to get to the town centre and for connections to the train station.

Trip type	Walk	Cycle	Rail / Bus	Car	Car passenger
Commuting and business	▲	▲	▲	▼	▼
Education or education escort	▲	▲	▲	▼	▼
Shopping and leisure	▲	▲	▲	▼	▼


Minor change ▲ Major change ▼

Table 48: Indicative modal transition impact by trip type (Ambition: Strategic Sites)

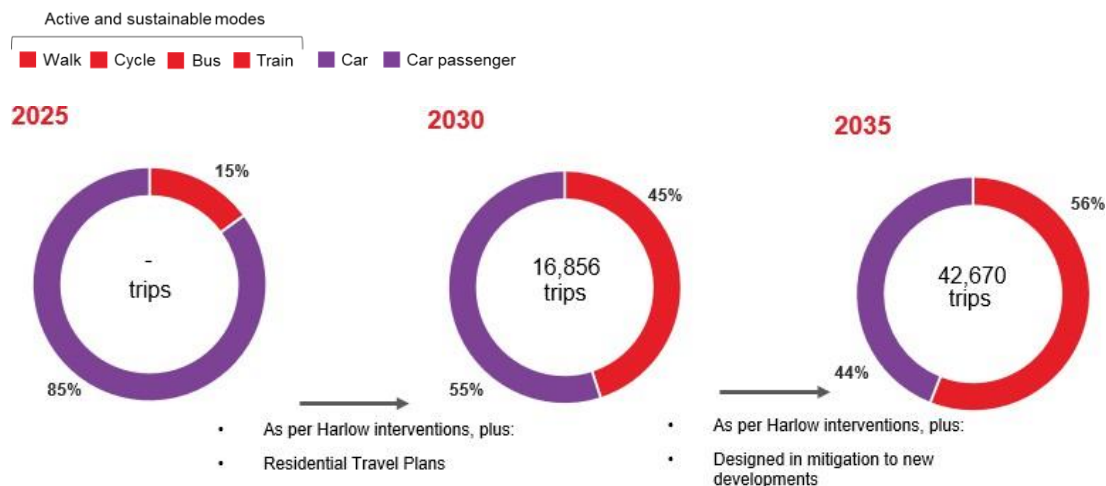
By 2040:

 **68,320** additional total daily trips

 **40,992** additional daily trips by active and sustainable modes

 **27,328** additional daily trips by car modes

60% active and sustainable mode share



8.6 Business as Usual: Harlow

In this scenario, the mode share objective for the HGGT area is possibly achieved by the 2040s but progress in the initial years is slow which delays government funding.

In the short-term, HGGT deliver the committed infrastructure projects and implement a small behavioural change programme. Investment beyond this is difficult to secure and as a result the modal transition is only marginal to 2035.

Vehicle ownership grows and there are few disincentives put in place to reduction vehicle travel to the town centre. Bus use has increased but most services are not viable at turn up and go frequencies and are impacted by unreliable journey times when not operating on the STCs. Workplaces are still dominated by car commuting due to high levels of free workplace parking.


Levels of physical activity and impacts from local air quality continue to impact the health of local residents through the 2030s. With car dependency high, low-income residents are forced to spend a high share of income on transport costs.


Trip type	Walk	Cycle	Rail / Bus	Car	Car passenger
Commuting and business	▲	▲	▲	▼	▼
Education or education escort	▲	▲	▲	▼	▼
Shopping and leisure	▲	▲	▲	▼	▼


Minor change ■ ■ Major change ■

Table 49: Indicative modal transition impact by trip type (BAU: Harlow)

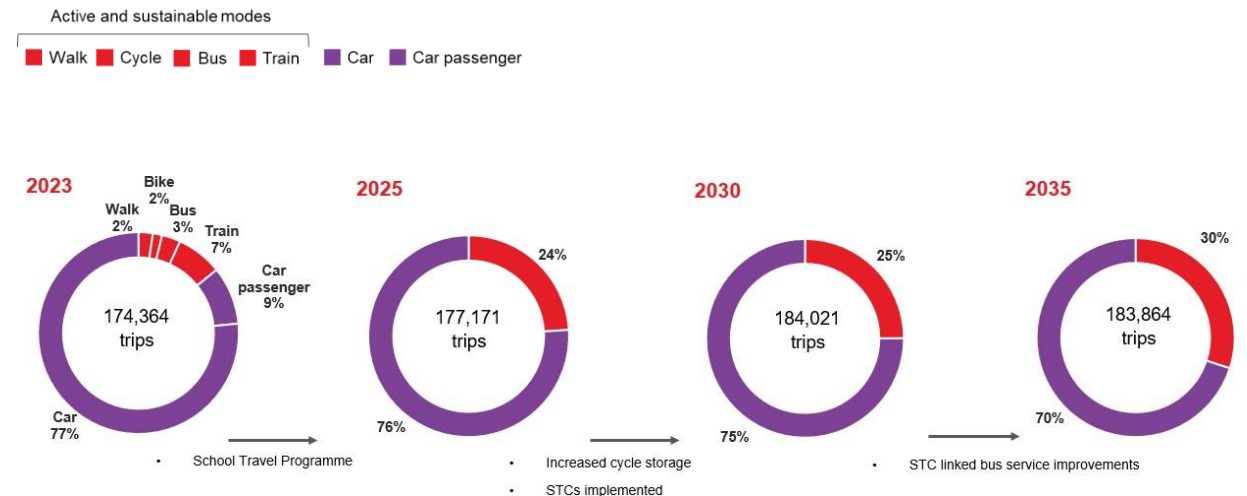
By 2040s:

 **10,389** additional total daily trips

 **52,273** additional daily trips by active and sustainable modes

 **41,884** fewer daily trips by car modes

27% increase in active and sustainable mode share



8.7 Business as Usual: Strategic Sites

In this scenario, there is low confidence that the mode share objective for the strategic sites is achieved (if at all) by the 2040s and progress towards the target is slow.

Without the improvements coming from the wider HGGT area, achieving the mode transition objective, it remains a challenge to those working locally who are reliant on low frequency buses and congestion, making walking and cycling less attractive.

Local trips in the villages remain car dominated and streets hostile to walking and cycling due to high levels of traffic.


People moving to the Strategic Sites are seeking the suburban lifestyle and as a result resist transitioning from car travel for the majority of trip types.


Trip type	Walk	Cycle	Rail / Bus	Car	Car passenger
Commuting and business	▲	▲	▲	▼	▼
Education or education escort	▲	▲	▲	▼	▼
Shopping and leisure	▲	▲	▲	▼	▼


Minor change Major change

Table 50: Indicative modal transition impact by trip type (BAU: Strategic Sites)

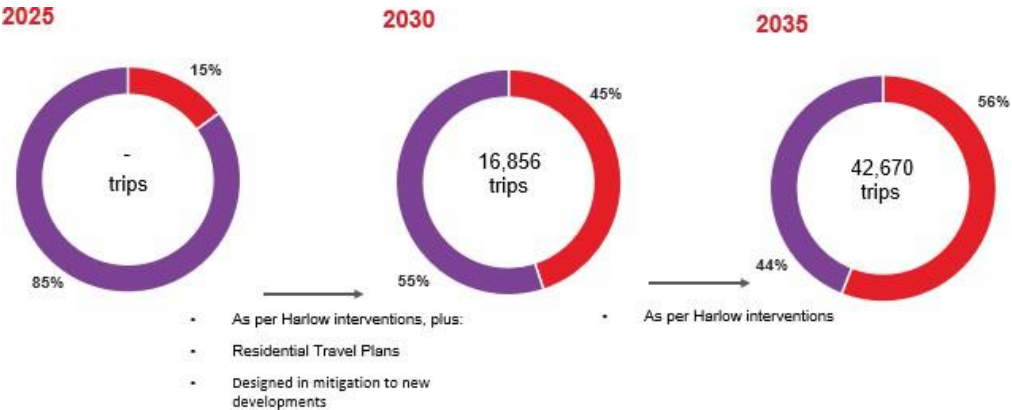
By 2040s:

 **68,320** additional total daily trips

 **40,992** additional daily trips by active and sustainable modes

 **27,328** additional daily trips by car modes

60% active and sustainable mode share



9. Summary

9.1 Delivery Themes Pathway

The recommended delivery pathway (combined for all themes) for HGGT to 2040 is shown in Table 51 and Table 52. As described in Section 7, there are a number of short-term ‘mobilisation’ activities that should be targeted for commencement and completion in 2024-2025 to enable the delivery of this pathway.

A series of engagement programmes, targeting schools, businesses and local residents, will be critical to supporting the behaviour change necessary for the desired modal transition. This will set the foundation to achieving stakeholder buy in which will be critical to achieve the modal transition vision. It is vital that decision makers understand that the modal transition objectives will not be achieved through infrastructure measures alone.

Post-implementation monitoring of all projects through the collection and analysis of data will be essential to determine if a project has resulted in the desired behaviour changes. Implementation lessons learnt through an evaluation process will also be useful to inform future action and serve as a justification for future funding applications.

Overall progress towards achieving the modal transition objectives can be informed through a periodic (annual from 2024 is recommended) travel survey.

9.2 Illustrative Sequencing for Gold Scenario

		2023	2024	2025	2026	2027	2028	2029/30	2031/32	2033/34	2035-2040
Roads, Streets and Neighbourhoods	Healthy School Streets										
	Liveable/Healthy Streets			C							
	Active Neighbourhoods			C							
	Town Centre Parking Strategy					C					
Increasing Bus Use	STC Service Provision Specifications			C							
	Bus Service Improvement			C							
	Villages DRT				C						
	Harlow Ticketing / MaaS / Price Cap					C					
Increasing Shared Mobility and Active Travel	Shared Mobility Framework										
	Mobility Hubs			C							
	Car Clubs										
	Cycle Storage linked to LCWIP										
	E-Bike Scheme										
	Cycle Hire Scheme				C						
Targeted Engagement Programmes	School Travel Scheme										
	Pathfinder Businesses										
	Community Champions										
	Business Engagement										
	Marketing and Comms Plan										
	Residential Travel Support										
Pricing and Parking	Parking Management Strategy				C						
	Strategic Sites Parking Management Strategy				C						
Sustainable Freight and Deliveries	Last mile deliveries						C				
Monitoring/ Evaluation	Scheme Monitoring										
	Periodic Travel Survey										

Table 51: Delivery themes pathway

C Consultation

9.3 Combined Delivery Pathway

The delivery themes pathway has been overlaid with the existing HGGT work plan (key site delivery and infrastructure delivery and enablement timeframes). This ties together the schemes that are already planned with the recommended supporting interventions required to meet the modal transition objectives.

The mode share and trip demand information located in the top section of the delivery pathway provides an indication of the estimated implications of the delivery of the schemes in line with the expected housing delivery trajectory.

The scenario shown in the delivery pathway is most aligned to the Exemplar scenario (refer to Section 8), with continuous delivery and implementation of a range of interventions and programmes to support the gradual and sustained modal transition to active and public transport.

HGGT will need to assess the deliverability of the supporting interventions under the delivery themes pathway with respect to their resource constraints.

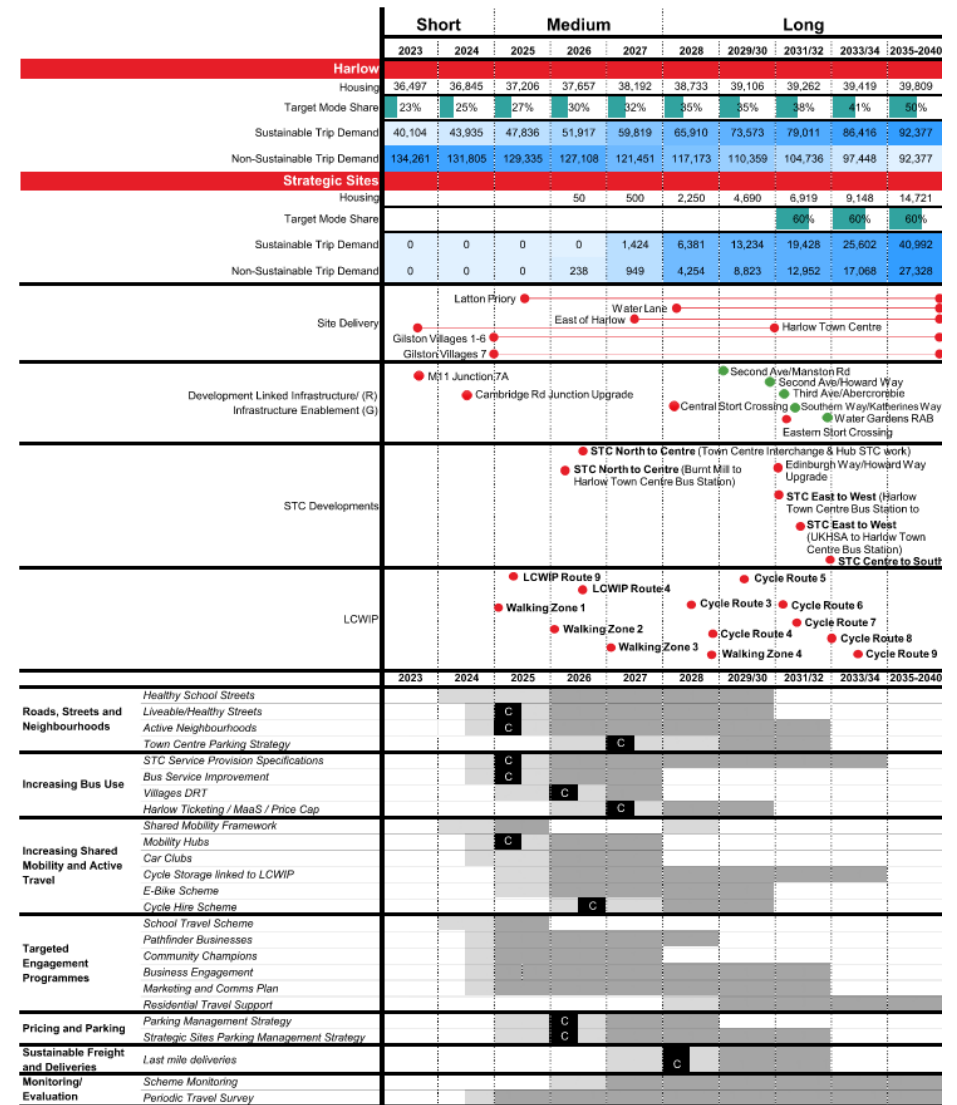


Table 52: Delivery pathway

9.4 Conclusions, Recommendations and Next Steps

This Framework has set out a prioritised pathway of transport focused interventions to achieve the modal transition necessary to meet the ambitious objectives of the HGGT Transport Strategy. Both short term (next 2 years) and long-term (up to 2040) actions have been included. It should be used by all HGGT stakeholders and decision makers to enable them to make an informed choice, and have a view on, the pathway to the achievement of the modal transition.

Important trade-offs will have to be weighed up by decision makers to ensure that sustainable development and mechanisms to facilitate sustainable travel are prioritised above other policy areas.

A strong legacy of collaborative working across partnership councils, developers, third parties and all involved stakeholders will be critical in determining the success of this Framework. In particular, HGGT partners will have to work in close collaboration with developers to deliver well-designed places within the Strategic Sites that prioritise active and public transport use for new residents.

The short-term action plan is a list of the most effective interventions, where delivery should be commenced as earlier as possible to have the greatest chance of success.

The long-term delivery pathway should be adaptable and flexible to overcome potential future uncertainty. However, it is crucial that the most significant interventions, and the plans and strategies required to deliver these, are discussed and developed now in order to best address the challenge of modal transition.

The key **recommendations** from this Framework in order to meet the ambitious modal objectives are:

- The delivery of an **exemplar programme of transport and movement related programmes** is critical for the success of the Framework and achievement of the objectives. There needs to be a **single dedicated resource/appointed officer** to ensure this Framework is delivered.
- HGGT partner councils and members need to work towards a step-change, to impact movement in terms of both **demand and supply**.
- A key condition of this Framework should be to **ensure that it is regularly monitored and evaluated**, to ensure progress is being made against achieving the targets.

The key **next steps** for this Framework are:

- **Appoint** lead officer and dedicated resource to deliver on the Framework.
- **Socialise** this Framework with key stakeholders.
- **Coordinate** the inclusion of recommended interventions within the **HGGT** work plan.
- **Incorporate** prioritised activity and costings within the business plan for next financial year.
- **Commence** delivery of short-term action plan.
- Develop and enact a robust **monitoring and evaluation plan**, to ensure Framework is kept live and regularly updated.

Report to: HARLOW AND GILSTON GARDEN TOWN JOINT COMMITTEE

Title: HGGT Director Recruitment and Appointment

Report Reference: JC-014-2024/25

Date: 01 April 2025

Report Author: Jennifer Gould, Acting Deputy Chief Executive, EFDC

Enclosures: Appendix A – Job Description and Person Specification

Recommendations/Decisions Required:

The HGGT Joint Committee is asked to:

- A. Note the progress for recruitment of the Harlow and Gilston Garden Town Director as set out within this report**
- B. Endorse any final steps of recruitment which remain at the time of Joint Committee sitting**

Executive Summary:

Following the departure of Naisha Polaine in December 2024 as HGGT Director, the partnership are in the process of recruiting into this position on a 2 Year Fixed Term basis. The intention is complete recruitment subject to finding a suitable candidate and onboard by June 2025.

As per the partnership's Inter-Authority Agreement Epping Forest District Council are the Accountable Body and employing authority of the HGGT Director on behalf of the partnership.

Reasons for proposed Decision:

The role of HGGT Director is pivotal to the successful coordination and delivery of a significant housing and infrastructure programme across five Council partners. The Director will oversee the delivery of 23,000 new homes along with transport, community, and environmental infrastructure.

Other Options for Action:

1. Proceed without appointing a Director – however this will create a leadership void for the HGGT programme.

1. Introduction

- 1.1 Following the departure of Naisha Polaine as HGGT Director in December 2024, the partnership is progressing with recruitment for a two-year fixed-term appointment.
- 1.2 Epping Forest District Council, as the Accountable Body, serves as the employing authority for the HGGT Director on behalf of the partnership under the Inter-Authority Agreement.

2. Background

- 2.1 The appointment of the Harlow and Gilston Garden Town Director has a pivotal role. Harlow and Gilston Garden Town is a once in a generation programme being delivered across five Council partners to co-ordinate and enable the delivery of 23,000 new homes along with associated transport, community, and environmental infrastructure. The programme has commenced delivery of new transport infrastructure and the first significant planning application of 10,000 homes has been approved.

3. Proposals

- 3.1 The Recruitment Brief is as per below:

“Harlow and Gilston Garden Town is once in a generation programme being delivered across five Council partners to co-ordinate and enable the delivery of 23,000 new homes along with associated transport, community, and environmental infrastructure. The programme has commenced delivery of new transport infrastructure and the first significant planning application of 10,000 homes has been approved. The individual should:

- *Be a natural leader who can be both inward and outward facing with council and political stakeholders, site developers, communities and businesses*
- *Bring experience of working collaboratively across council organisations on major initiatives in a rapidly moving environment*
- *Bring proven experience of delivering similar scale housing growth and associated transport, community environmental infrastructure projects*
- *Be able to inform how the programme governance should evolve over time and lead the team into a potential new delivery vehicle*
- *Possess a good understanding of central Government structures and processes and funding programme*
- *Bring experience of interpreting relevant policies including an understanding of what amendments or additional work may be required to deliver sustainable growth”*

- 3.2 The supporting detailed Job Description is included in Appendix A

3.3 The partnership have appointed a recruitment specialist to provide specialist search and selection support for this role.

3.4 Recruitment timeline:

Date	Action	Status
December 2024	Partnership agree 2 year fixed term appointment for HGGT Director	Complete
January 2025	Partnership agree specialist search and selection support	Complete
WC 3 rd February 2025	Accountable Body (EFDC) appoint specialist search and selection support	Complete
WC 18 th February 2025	Recruiter finalises candidate welcome pack for advertising coverage across online marketplace. Direct outreach has also commenced via search specialist.	Complete
WC 16 th March 2025	Closing date	
WC 16 th March 2025	Longlist meeting held to review specialist recommendations of candidates to take forward to interview. Interview scheduled.	
WC 24 th March 2025	Interviews held over course of one day (pre booked). Candidates attend two sessions on the day: <ul style="list-style-type: none"> • 1st session - Executive Officer stakeholder panel (interview 1) • 2nd session – Joint Committee Member Panel (interview 2) • Post interview sessions the Executive Officer stakeholder panel and JC Member Panel come together to agree preferred candidate. 	
WC 1 st April 2025	Offer made by Accountable Body to agreed candidate on 2 year fixed term employment	
June 2025	HGGT Director in post	

Implications:

Resource Implications

There are no additional financial implications. The role of the HGGT Director Harlow and Gilston Garden Town is captured within the existing budget.

Equalities and Diversity

Equality Impact Assessment

The recruitment process is being carried out in line with the fair and legal recruitment processes.

Is this a new policy (or decision) or a change to an existing policy, practice or project?	Yes
Describe the main aims, objectives and purpose of the policy or decision	To ensure the Council's compliance with its duty under the Localism Act 2011.
What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?	Update the Pay Policy Statement which is a statement of fact.
Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	Employees, however the Pay Policy Statement is not a mechanism to change remuneration or policy. It is a document which sets out what the pay and terms and conditions are for employees.
Will the policy or decision influence how organisations operate?	No
Will the policy or decision involve substantial changes in resources?	No
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	No
What does the information tell you about those groups identified?	N/A
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	N/A
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	N/A
Use this section to assess any potential impact on equality groups based on what you now know.	

Age, Disability, Gender, Gender reassignment, Pregnancy/maternity, Marriage/civil partnership, Race, Religion/belief, Sexual orientation	The Pay Policy Statement is a statement of fact and there is no impact on any protected groups. Any proposed changes to remuneration will be subject to further assessment	
--	--	--

Does the EqIA indicate that the policy or decision would have a medium or high	No	See comment above
--	----	-------------------

HGGT Vision Assurance

1. What principles of the HGGT Vision does this seek to achieve?

Supporting the Councils to deliver against the Garden Town Vision and core principles, to achieve high-quality places to live, work and visit.

2. What steps have been taken to ensure the HGGT Vision is embedded into the project?

Progress meetings held with the chair, panel members and Council representatives to regularly update on recruitment process to ensure any appointment of an individual aligns with the HGGT Vision.

Appendix A – Job Description and Detailed Person Specification

Director - Harlow & Gilston Garden Town (HGGT) Job Description and Person Specification

Purpose

1. To lead the Harlow & Gilston Garden Town (HGGT) Partnership to maximise the delivery of the allocated spatial growth initiative, in 4 new neighbourhoods and within the existing town of Harlow, of 23,000 new homes with 16,000 by 2033.
2. To co-ordinate, negotiate and broker relationships between the 5 Council Partners¹ of HGGT, elected Members and officers, to ensure that agreement on a shared HGGT Partnership position is reached on the strategic direction and implementation of the growth initiative in line with the HGGT Vision and policies.
3. To be the Senior Responsible Officer for the HGGT Joint Committee including support and briefings for the HGGT Chair.
4. To work with the HGGT Joint Committee to take the HGGT governance to its next iteration including an options study for future delivery models.
5. To ensure a rolling Business Plan for HGGT is in place to provide co-ordination and enabling activity to facilitate the HGGT spatial growth. To secure agreement for the Business Plan by the HGGT Joint Committee, and to implement its proposals.
6. To lead the HGGT Core Team and the 'in-kind' HGGT officers employed by the partner authorities to deliver the HGGT Business Plan and ensure appropriate governance and oversight arrangements are in place including PMO structures.
7. To work closely with Government agencies, Local Authorities and stakeholders, including local communities and businesses, infrastructure providers, landowners and/or site promoters, developers and potential investors to maximise the delivery of the HGGT initiative as set out in the HGGT Vision and policies.

Key Accountabilities

Governance

1. Be the SRO for the HGGT Joint Committee ensuring delegations are implemented and support and briefings provided for the HGGT Chair.

¹ East Herts District Council, Epping Forest District Council, Harlow Council, Essex County Council and Hertfordshire County Council

2. Be the principal contact for the HGGT Accountable Body (currently EFDC) and ensure legal, procurement, regulatory, reporting and governance standards are met including the terms of the HGGT Partnership Agreement, the 'Inter Authority Agreement'.
3. Maintain a HGGT Master Programme and Risk Register for the HGGT Initiative presented to the HGGT Joint Committee for oversight and mitigation.
4. Provide the leadership and strategic advice to the HGGT Partnership, both elected Members and Officers, to maximise delivery of housing, economic growth, environmental, strategic infrastructure, regeneration initiatives and community engagement in line with the HGGT Vision.
5. Implement further governance reviews of the HGGT Partnership including any technical studies required to progress governance into alternative delivery models.

Finance

1. Noting the HGGT model is an annualized commissioned-service model, to identify and secure funding to support the project each year and ensure that any funding gaps are identified and addressed well in advance of task/activity initiation.
2. Manage the HGGT operational budget and provide regular updates to the HGGT Joint Committee.
3. Seek opportunities for external funding for the HGGT initiative, developing and submitting funding bids as required.

Delivery

1. Ensure that there is an annual Co-ordination and Delivery Workplan which anticipates priority interventions required to deliver the overall Master Programme of the HGGT Initiative.
2. Ensure that the range of required HGGT plans and strategies are co-ordinated and implemented across the HGGT Partnership, (i.e. the Infrastructure Delivery Plan, Transport Strategy, Modal Shift Implementation Plan)
3. Provide leadership for the HGGT Partnership to influence and respond to masterplans and formal planning responses.
4. Provide senior level support to the LPA's in s106 negotiations and planning applications, to ensure that contributions towards required HGGT infrastructure are maximized and a partnership position agreed with developers.
5. Co-ordinate and lead the HGGT Partnership to deliver essential infrastructure, at the right time, for the new settlements and the existing town of Harlow including provision

of the network of Sustainable Transport Corridors, essential to delivering modal shift in the Garden Town.

6. Oversee all legal land assembly arrangements to ensure delivery of the project including CPOs where required.

Communications and Engagement

1. Provide an externally visible profile of HGGT locally, regionally and nationally to attract funding, investment and awareness. Public speaking will be required.
2. Influence and enthuse Government, community and key stakeholders about the scale, purpose, ambition and benefits of HGGT to build active engagement and support.
3. Maintain and implement the Annual HGGT Communications and Engagement Plan.
4. Ensure that the HGGT website is informative, accessible and updated and HGGT's social media presence is further developed and expanded.
5. Develop and implement community engagement programmes working collaboratively with the HGGT Partnership, developers, Voluntary sector, Parish Councils and Neighbourhood Planning Groups and including the Your Quality-of-Life benchmarking studies.
6. Deliver focused behaviour change programmes to support the sustainable travel mode shift objective to support the planned HGGT growth.
7. Establish effective and coordinated stewardship and endowment arrangements and processes for the Garden Town neighbourhood sites and their future communities.

Leadership and collaborative working

1. To Lead the HGGT Partnership and drive collaborative working across all 5 Council partners of HGGT, the developers of the strategic sites and the private and voluntary sector delivering for the community.
2. To lead and Chair the HGGT Executive Officer Groups to ensure there is effective cross-boundary joined up working between the 5 Council Partners of HGGT and support partners to resolve issues collaboratively.
3. Ensure that there are regular informal briefings for Officers and elected Members on key matters relating to the HGGT.
4. To lead the HGGT Core Team and the 'in-kind' HGGT officers employed by the partner authorities delivering the annual HGGT workplan and ensure effective and inspirational team building and development activities across the HGGT partnership.
5. To lead the PMO structure ensuring that effective programme governance is in place to deliver work to time and on budget.

6. To provide the intelligent client role for externally commissioned studies and report to further the work of HGGT.
7. Ensure effective arrangements are in place for joint working with developers and their teams through the HGGT Developer Forum.

Person Specification

Skills/Knowledge/Attributes

Education	<p>Graduate or demonstrable equivalent work experience.</p> <p>Formal management or project or programme management training or demonstrable equivalent work experience.</p> <p>Professional qualification.</p>
Experience	<p>Successful strategic leadership in an organisation of comparable scale and complexity.</p> <p>A demonstrable track record of leading, motivating and inspiring large multi-disciplinary teams to achieve strategic objectives.</p> <p>Experience of community-based placeshaping, the delivery of inclusive growth, economic development and regeneration projects.</p> <p>Experience of delivering significant housing and infrastructure projects including establishing delivery vehicles.</p> <p>Demonstrable experience of working successfully with partners to achieve objectives.</p> <p>A track record of working to manage conflicting national and local priorities.</p> <p>Evidence of building and maintaining organisational reputation and profile.</p>

Knowledge & Skills	<p>Ability to establish positive relationships with key stakeholders at all levels, including Elected Members, Partners, Staff, Developers, Residents and Local Businesses that generate confidence and respect.</p> <p>A thorough knowledge and understanding of the current issues facing local government.</p> <p>Possess a high degree of political sensitivity and commercial understanding.</p> <p>A good understanding of the strategic use of technology for consultation and engagement purposes.</p> <p>Good understanding of the Local Plan process and planning policy and development management fields as well as sustainable transport.</p> <p>Strong negotiation and influencing skills.</p> <p>Strong problem solving skills with the ability to make sound and rational judgments based on evidence, creating solutions that are sustainable, inclusive and future focused</p> <p>Strong inter-personal and communication skills, including the ability to consult, negotiate, persuade and influence others.</p> <p>Outward looking perspective and strong advocacy skills.</p> <p>Strategic thinker who has the ability to roll sleeves up to get the job done.</p>
Behaviours	
Trust	<p>Able to demonstrate personal conduct, integrity and credibility that inspires confidence in members, employees, customers, partners and others.</p> <p>The ability to act as an inspirational role model, lead, manage, empower, nurture talent, and motivate employees.</p>

	Self aware and understands how own style and behaviour impacts on the performance of others.
One Team	<p>The ability to communicate and gain ownership of a clear vision and direction.</p> <p>Enthusiastic, energetic and inspirational leadership. Strong emotional intelligence and resilience.</p> <p>Successfully lead teams and achieving performance and results through them.</p>
Performance	<p>Strong focus on outcomes.</p> <p>Proactive and tenacious in approach.</p> <p>Be commercially astute, identifying business opportunities, showing financial awareness and cost control.</p>
Innovation	<p>Good judgement, strong analytical skills and the ability to use data and information intelligently and innovatively.</p> <p>Keep abreast of good practice, trends, innovative ideas across the public and private sectors.</p>
Customer	<p>Demonstrate a strong customer focus.</p> <p>Demonstrate a strong personal commitment to quality and cost effective public services, informed by customer and community involvement.</p>
Other Requirements	<p>Ability to attend meetings outside normal working hours on a regular basis.</p> <p>Able to attend meetings at partner organisations and across the district where public transport does not exist or is limited.</p>

End

Report to: HARLOW AND GILSTON GARDEN TOWN JOINT COMMITTEE

Title: HGGT Programme Management Report

Report Reference: JC-015-2024/25

Date: 01 April 2025

Report Author: Osian Evans - Acting Director Harlow & Gilston Garden Town

Enclosures: Appendix A – 2024/25 HGGT Programme of Work

1. Recommendations/Decisions Required

1.1 The HGGT Joint Committee is asked to:

- 1.1.1 Consider and comment on the Programme Management Report, as set out in Appendix A, providing progress updates against the agreed HGGT 2024/25 annual work programme.

2. Executive Summary

- 2.1 The purpose of the Joint Committee is to provide unified leadership to deliver the ambitious spatial growth proposals set out in the Local Plans of Epping Forest, East Herts and Harlow District Council, supported by Essex and Hertfordshire County Councils and to align and maximise opportunities for new and existing residents and communities.
- 2.2 The HGGT Joint Committee holds the responsibility to deliver the agreed HGGT Vision to promote healthy, sustainable communities and co-ordinate and facilitate the delivery of 16,000 new homes in the HGGT by 2033, and 7,000 new homes in the years after that, along with associated transport, community, and environmental infrastructure.
- 2.3 This report provides the Joint Committee with oversight of progress against its agreed programme of work for 2024/25 which aims to progress delivery of its HGGT Vision.

3. Reasons for proposed Decision

- 3.1 To adhere to governance procedures set out in the Terms of Reference of the Joint Committee for the HGGT Joint Committee to have oversight of the HGGT Master Programme.

4. Other Options for Action:

- 4.1 Not to receive programme reporting information. This option as a course of action is not recommended. Oversight is required to mitigate risks and maintain quality of decision-making and delivery amongst the five Council partners and the HGGT Team.

5. Introduction

- 5.1 This report provides the HGGT Joint Committee with key reporting benchmarks setting out at Appendix A the progress of the 24/25 work programme noting the baseline programme agreed at the Joint Committee meeting held on 11 June 2024.
- 5.2 This approach to programme management will enable the Joint Committee to meet its formalised governance and audit responsibilities and to respond to key issues and emerging risks.

6. Background

- 6.1 The overarching strategic objective of the HGGT Work Programme is to co-ordinate and enable the delivery of 16,000 homes by 2033, along with associated infrastructure, delivering the Garden Town Vision, principles and guidance that has been agreed by the five Council partners.
- 6.2 The HGGT Work Programme is developed from across the five Council HGGT partnership in line with the **strategic objective, delivery aims, and programme priorities** agreed by the Joint Committee as set out below:

6.2.1 2024/25 Key delivery themes:

- Delivering the Garden Town Vision of quality, beautiful and sustainable places
- Enabling the Infrastructure Foundations for Growth
- Maximising and Accelerating Delivery with a focus on outcomes by 2025
- Ensuring our Governance is Fit for the Future

6.2.2 2024/25 programme priorities for the HGGT partnership:

- Enabling the HGGT Strategic Sites to come forward
- Enabling Achievement of HGGT Modal Transition Target
- Demonstrating and engaging with the community on the benefits of growth
- Delivery of the long-term stewardship arrangements

7. Delivery Highlight Updates

7.1 The following updates are provided for the HGGT strategic sites; the Housing Investment Grant (HIG) and the 2024/25 HGGT Programme of Work:

8. Strategic Site Updates

8.1 **Latton Priory:** A Planning Performance Agreement (PPA) is in place and an extension of time to determine the planning application has been agreed by the developers to EFDC until 25/04/25. Objections have been received to the scheme as submitted, including from HGGT and partner councils, which highlight some significant omissions in relation to the delivery of appropriate infrastructure including but not limited to transport. It is expected that the developers will respond to these formally. There is ongoing liaison with the Herts and West Essex Integrated Care Board (HWE ICB), on the preferred location for a primary healthcare facility/ies to support the proposed development.

8.1.1 **Water Lane:** There is an allocation in the EFDC Local Plan for a minimum of 2,100 homes, a new primary school, local centre and strategic natural greenspace. A new Planning Performance Agreement for masterplan work is in the process of being agreed and signatories include the developer consortium, EFDC, HDC and ECC. The STC Connector Route Study for the STC connector from Water Lane Masterplan Area into the Pinnacles has been published. The site developers are due to implement a programme of stakeholder engagement to support the master planning process (Item 9 at HGGT Joint Committee, 10 February 2025).

8.1.2 **East of Harlow:** This strategic cross-boundary site includes an allocation in the Harlow Local Development Plan for 2,600 homes and an allocation in the EFDC Local Plan for 750 Homes. The allocation is for a mixed-use development including a Hospital Health and Wellbeing Campus in the EFDC portion of the site. HGGT partners have drafted an East of Harlow Masterplanning Guidance Supplementary Planning Document which was endorsed by the HGGT Board in December 2023 and adopted by EFDC on 28 May and HDC on 12 September 2024. The site continues to await appointment of a lead master developer.

8.1.3 **Gilston Villages:** Following the conclusion of the s106 Agreement, outline planning permissions for the Villages 1-6 and Village 7 development proposals were granted

in January 2025. Master planning activity is now the main focus of work. Once these are approved, reserved matters applications for initial parcels of site development (RMAs) will follow shortly afterwards.

- 8.1.4 **Harlow Town Centre – Arts & Cultural Quarter:** The Ex-Occasio House site demolition has been completed, and site cleared. Secured delivery partner of site via Harlow Regeneration Partnership. Full planning permission granted in April 2024. Further detailed designs have resulted in design changes. Procurement for the rest of the site is currently underway with expressions of interest complete and tender exercise via National Framework Partnership progressing with appointment expected early 2025.
- 8.1.5 **Harlow Town Centre – Broadwalk:** Contractor appointed, and works have begun. Construction to take place from August 2024 and scheduled completion June 2025. DLUHC had approved project adjustment request, confirming £1.6m funding for Market Square. Market Square proposals public consultation completed and informing detailed design, RIBA Stage 3 designs completed Autumn 2024 and start on site Spring 2025, complete December 2025.
- 8.1.6 **Harlow Town Centre Interchange & Hub STC Work:** Demolition of toilets, kiosk and Terminus House footbridge completed. Negotiating terms for full Design and Build JCT Contract, due to complete Winter 2024. Value engineering complete, the s.73 application has been approved by the Local Planning Authority. Planning application for the temporary bus station in Post Office Square was approved in September 2024, and this is now operational, which includes temporary stands, a waiting room, an information kiosk and the site links to the N2C STC that is underway. Construction on the permanent new Town Centre Interchange is due to start in imminently and complete Spring 2026.
- 8.1.7 **Walking and Cycling:** Construction on a new pedestrian and cycle route from the Town Centre to Pinnacles is due to be completed by November 2025 (ahead of schedule). Another route from the Town Centre to Churchgate Street/East of Harlow is currently in the design phase and Active Travel England funding, administered by ECC, will see early delivery of specific local improvements on the route in the next year.

8.2 Housing Investment Grant (HIG)

- 8.3 **Gilston HIG Programme:** Gilston area planning approvals now enable Places for People to move ahead with implementation of the Central Stort Crossing (CSC) granted planning permission in 2022. Initial site clearance and ground investigation has commenced. Essex County Council continues to implement the Burnt Mill roundabout to Town Centre element of the north to centre STC. To date £23,057,348 has been

claimed and been paid out by Homes England. The current HIG spend for 2024/25 is £25m.

8.4 Stort Valley Crossings: As part of the HIG delivery programme, there are two key projects to mitigate any increase in traffic across the Stort Valley between Gilston and Harlow due to housing growth across the Garden Town. Both crossings are approved under a single planning permission. The first one, called the Central Stort Crossing will enhance the existing A414 river Stort crossing with a significant increase in capacity for sustainable modes such as walking, cycling and buses. CSC construction has commenced enabling works, and completion is programmed by 2028. The second one, called the Eastern Stort Crossing, will increase general traffic capacity and provide an additional link into the Templefields area. Completion is scheduled for 2032.

8.5 North to Centre STC: Work has commenced on the North to Centre (Sustainable Transport Corridor) STC. It is the first stage of a wider network of enhanced routes to provide more sustainable modes of transport across the Town. It will link the Town Centre Interchange with the rail station and the expanded Central Stort Crossing and provide the opportunity for quick sustainable travel between Gilston and the Town Centre as the most direct route into Gilston will be a sustainable only mode access. The programme is estimated to complete in late 2025.

8.6 Cambridge Road Link: The Cambridge Road junction is the first project to be delivered as part of the HIG programme and is both an early enabler for the Eastern Stort Crossing but also provides the benefit of providing an alternative route for HGV and other traffic using the Templefields industrial area and diverting traffic away from Edinburgh Way. Work on Cambridge Road Link is now complete, despite initially being opened legal disputes meant it had to be closed again for a short period, but it is expected to open permanently in the near future following resolution of land transfers.

9. 2024/25 HGGT Work Programme Updates

9.1.1 Modal Transition Plan: The 5 Council Partners agreed to work together to continue to develop an overarching programme plan of key activities required to deliver modal transition, informed by the Framework. A progress update is provided at the HGGT Joint Committee on 1 April 2025.

9.1.2 Parking Guidance: The Essex Planning Officers Association (EPOA) Parking Guidance documentation has been approved by EPOA Chief Officers and sent to all Essex LPAs who will make their own decisions on adopting the guidance. The Parking Guidance has now been published in the Essex Design Guide.

- 9.1.3 **Data Dashboard:** The prototype data dashboard was recently presented to EOG (Executive Officers Group) and received positive feedback. Development has also commenced on a Quality of Life (QoL) Data Dashboard and User Guide, which has been reviewed by the QoL team. The project is now looking into incorporating some data sets such as pedal power GPS data and some Modal Shift monitoring data sets.
- 9.1.4 **Bike Hire Scheme:** An external advisor has been appointed to carry out the Phase 2 feasibility study to inform the ambition to introduce a bike hire scheme across the Garden Town area, piloting initially in Harlow, subject to approval and funding.
- 9.1.5 **Harlow Train Station Study:** Weston Williamson was commissioned to develop an opportunities and constraints study that examines the potential to make the Grade II Listed Station and its environs suitable for an expanding community with the sizeable housing and employment growth anticipated by the development of HGGT. The study is now complete and HGGT and key stakeholders are considering the next steps.

10. Implications

10.1 Resource Implications:

- Central Government Funding has been made available to date to support the work of the HGGT partnership. This is the result of annual bidding rounds and while the funding is both welcome and essential, this approach creates uncertainty in planning for enabling and delivery work. Officers of HGGT will continue dialogue with HGGT partners and Government for future arrangements in an attempt to establish multi-year revenue funding agreements. Each Partner Council considers contribution to the HGGT partnership as part of the annual budget setting.

11. Equalities and Diversity

11.1 Equality Impact Assessment:

Is this a new policy (or decision) or a change to an existing policy, practice or project?	No
Describe the main aims, objectives and purpose of the policy or decision	To provide budget and programme information to deliver the aims of the HGGT Joint Committee
What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?	Provide oversight of HGGT Programme and progress.

Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	Yes - contributes to the delivery of the HGGT project to deliver 23,000 new homes and associated infrastructure in and around Harlow which will affect existing and future residents.	
Will the policy or decision influence how organisations operate?	No	
Will the policy or decision involve substantial changes in resources?	No	
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	No	
What does the information tell you about those groups identified?	N/A	
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	N/A	
If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	The work of HGGT has been subject to public consultation and will continue to be so in the future.	
Use this section to assess any potential impact on equality groups based on what you now know.		
Age, Disability, Gender, Gender reassignment, Pregnancy/maternity, Marriage/civil partnership, Race, Religion/belief, Sexual orientation	N/A	
Does the EqIA indicate that the policy or decision would have a medium or high	No	See comment above

HGGT Vision Assurance

1. What principles of the HGGT Vision does this seek to achieve?

The objective of the HGGT Programme is to deliver the HGGT Vision.

2. What steps have been taken to ensure the HGGT Vision is embedded into the project?

The HGGT Programme ensures that the individual projects remain aligned to the HGGT Vision.

APPENDIX A

2024/25 HGGT Programme of Work – progress

		2024										2025		
Programme Item		April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Sustainable Mobility	Modal Transition Delivery	LCWIP Refresh												Scoping
		Bus & Operational Services - Enhanced Bus Partnership						Bus Summit		Develop Operational Plan				
		Shared Mobility - Bike Hire	Feasibility report finalised					Feasibility Stage 2						
		Future Transport Review Group					Procure				TRG Recommendations			
		Active Travel Behavioural Change (Sustrans)		Onboard	Embed									
		Modal Transition Delivery Framework	Take forward prioritised initiatives as per delivery framework											
		Parking Guidance for Garden Communities and Large Scale Development						Present to EPOA						
		Harlow Town Rail and Access Improvements					Procure			Develop				
Policy and Strategy	IDP Update 2024		Endorsed											
	IDP Refresh 2026 Scoping												Scoping procurement brief	
	Design Guide Refresh										Procure	Prepare Report		
Infrastructure and Delivery	Land Assembly and CPO		Continued Delivery of the Land Assembly Programme											
Placeshaping & Community Engagement	HGGT Stewardship Charter		Consult			Joint Committee	Embed							
	HGGT Strategic Stewardship Options		Umbrella Body Update & Options Report			Review and Refine								
	Communications		Monthly	Monthly	Monthly	Endorse Plan	Publish	Monthly	Monthly	Monthly	Monthly	Monthly	Monthly	
	HGGT Data Dashboard and Insights (Local Digital Fund)		Testing Digital Dashboard Solution			Implementation					Supplier Procurement		Consultantion & Guide	
	Citizenlab Engagement Platform		Continued Monitoring and Evaluation of the Citizenlab Platform and Adjusting Where Needed											
	QRP		Ongoing drumbeat of QRPs											
	East of Harlow			SPD EFDC & HDC Adopt										
	Latton Priory		Publish Design Code											
Governance	HGGT Joint Committee		Establish Joint Committee			Operationalise Joint Committee								
	PMO & Master Programme		Scope Milestones		Maintain									

Agenda Item 14

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted