

# Maylands Masterplan Plus

Masterplan  
13.09.2024





Revisions tracker

Revision	Date	Description
-	23.02.2024	Issued as Working Draft for High Level Client Steer
A	24.05.2024	Issued to consultant team for internal review
B	07.06.2024	Final issue
C	13.09.2024	Revised final issue
D	13.09.2024	Revised final issue with amendments

# Contents

<b>01 Introduction and Purpose</b>	<b>04</b>
<b>02 The Current Position</b>	<b>08</b>
<b>03 The 20 Year Vision</b>	<b>14</b>
<b>04 Masterplan Components</b>	<b>18</b>
4a Placemaking and Green Infrastructure	20
4b Movement, Transport and Infrastructure	30
4c Economic and Business Sector	48
4d Climate Change	62
<b>05 Delivery, Implementation and Phasing Plan</b>	<b>80</b>
 <b>Appendices</b>	
<b>A Design Code</b>	
<b>B Immediate Opportunities Plan</b>	
<b>C Baseline Reports - Commercial Assessment, Place and Transport and Infrastructure</b>	
<b>D Stakeholder Engagement Report</b>	







# Introduction and Purpose

Maylands Business Park is a significant and prestigious employment site in Hemel Hempstead, first designated as part of the New Town 75 years ago and is Hertfordshire's largest employment area.

Maylands was created as an industrial zone for Hemel Hempstead New Town from its inception with the goal of ensuring it did not become a dormitory town. Since the Buncefield Explosion of 2005, the Estate's focus moved from factories towards a more rounded business and innovation park. The next stage of this evolutionary process has seen – in part as a result of the Estate's proximity to the strategic road network – it become a very desirable location for industrial and in particular distribution uses.

Cushman & Wakefield, We Made That and KMC Transport Planning have been appointed by project partners<sup>1</sup> to produce:

- **A 20 year vision** - which in the long term can provide a framework for the repurposing of the Business Park which will allow it to respond to future commercial, economic, environmental and societal changes that reflect partners' aspirations
- **An Immediate Opportunity Plan (IOP)** – establishing a short term plan for new and expanding enterprises by identifying priority sites aimed at target markets based on likely economic growth sectors and the means of delivering them to the market.
- **A Design Code for Maylands Business Park** – setting out the principles to which new development should conform, to provide an enduring symbiosis between long term vision and short term opportunity.

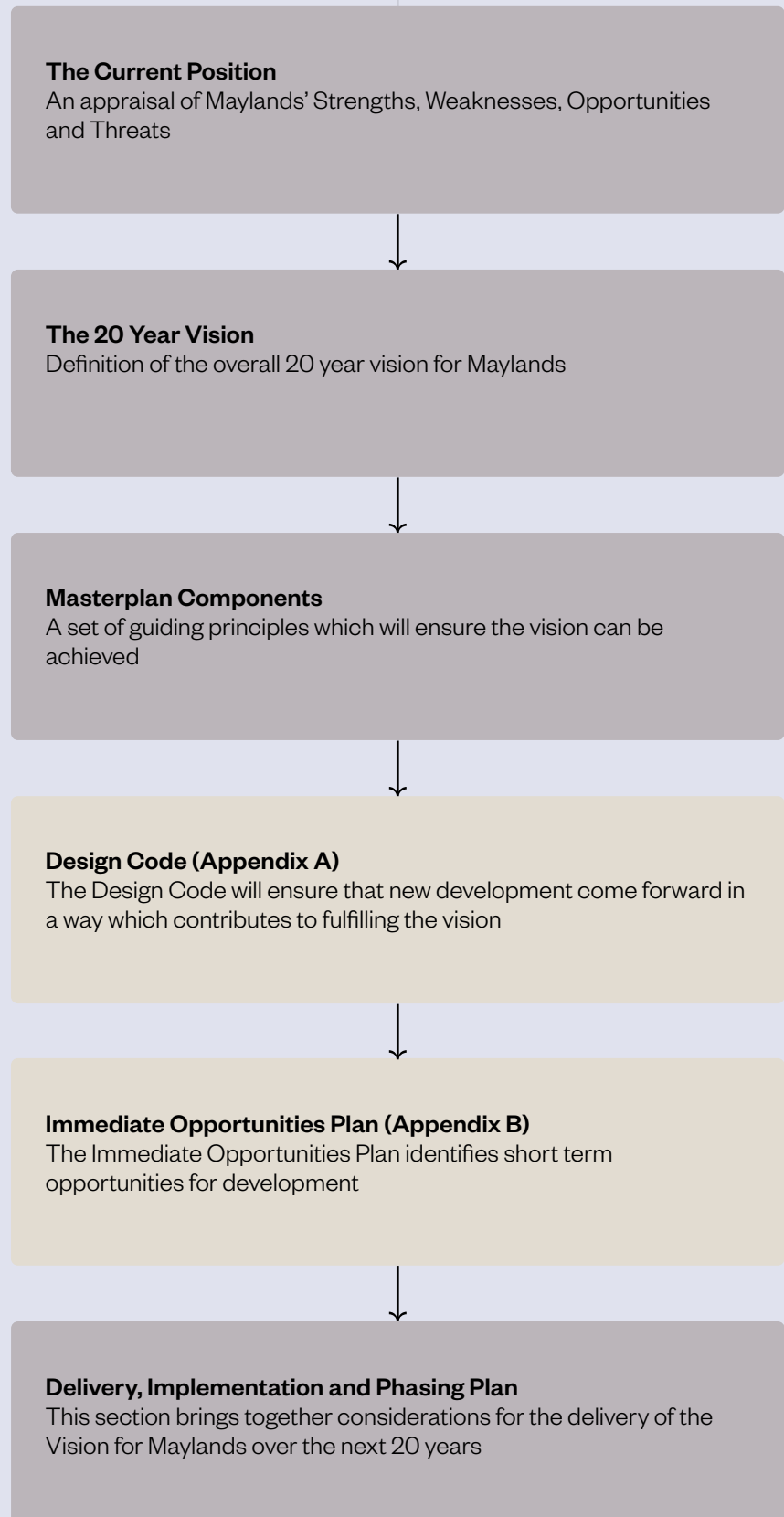
This draft report comprises sections covering:

- The 20 Year Vision for Maylands
- Placemaking
- Movement, Transport and Infrastructure
- Economic and Business Sectors
- Climate Change
- Delivery Plan
- Design Codes
- Immediate Opportunities Plan
- Baseline Evidence Base documents
- Stakeholder Engagement Report

<sup>1</sup> Dacorum Borough Council, Hertfordshire County Council and St Albans City and District Council, Hemel Garden Communities, Herts IQ (and its parent organisation, Hertfordshire Futures (formerly the Hertfordshire LEP))

# Document Structure

This document is structured in accordance with the diagram shown on this page. This diagram is repeated throughout the document to aid navigation.









**The Current Position**

An appraisal of Maylands' Strengths, Weaknesses, Opportunities and Threats

**The 20 Year Vision**

Definition of the overall 20 year vision for Maylands

**Masterplan Components**

A set of guiding principles which will ensure the vision can be achieved

**Design Code (Appendix A)**

The Design Code will ensure that new development come forward in a way which contributes to fulfilling the vision

**Immediate Opportunities Plan (Appendix B)**

The Immediate Opportunities Plan identifies short term opportunities for development

**Delivery, Implementation and Phasing Plan**

This section brings together considerations for the delivery of the Vision for Maylands over the next 20 years



# Introduction

To provide an evidence base to support the development of the Masterplan, we have:

- Reviewed relevant background information, research and policy that has been carried out in relation to Maylands
- Engaged on a 1:1 basis with project partners to discuss project priorities
- Carried out our own research (for example into property market drivers)
- Held a site visit on 1 November 2023

Our findings are summarised in a SWOT analysis below, followed by the full detailed assessment in Appendix C.



Royal Mail Building; Maylands Avenue

# SWOT Analysis

## Strengths

We have summarised the implications of our baseline analysis in a SWOT framework to inform the future Vision for the area.

Maylands' strengths are:

### Commercial/Economic and Delivery

- Strategic economic position as a local and regionally important employment centre and part of the “golden triangle” (Oxford-London-Cambridge)
- Garden Town status with Enviro Tech aspirations and a Spatial Vision supporting stronger ambitions to secure a sustainable connected Maylands with the potential to diversify from logistics with more highly skilled enviro tech/food tech businesses
- Mix of services for businesses in Heart of Maylands
- Major strengths as a logistics location
- Diversity of existing employment sectors
- Strong public sector partner support for appropriate growth
- Enterprise Zone at Herts IQ to incentivise development and as a mechanism for infrastructure funding

### Place

- Large amount of available, developable land, including short term opportunities
- Diversity of existing building stock
- High level of existing greening

### Transport and Infrastructure

- Proximity to M1 with links to London and the rest of the UK
- Strategic location regarding distance from London and several airports.



# SWOT Analysis

## Weaknesses

Maylands' weaknesses are:

### Commercial/Economic and Delivery

- Lack of high quality employment - dominance and visibility of logistics and warehousing which is land-hungry and depletes site availability for other uses
- High vacancy in existing office uses
- No “anchor” institution/occupier at scale from which to build more aspirational employment base
- Multiple land ownerships with limited public sector control - land assembly, comprehensive redevelopment and estate management are challenging.
- Currently limited market interest from sectors away from industrial.

### Place

- Lack of identity and poor first impressions
- Poor public realm and streetscape, little public amenity space
- Grain of larger logistics uses creates impermeable fabric rather than legible streets
- Varying quality of existing building stock
- Health & Safety Executive Development Proximity Zones consultation zones limit the uses and density of employment in certain areas
- Disproportionate amount of land sacrificed to cars or car parking

### Transport and Infrastructure

- Relatively low accessibility by public transport
- Poor connections between Maylands and its hinterland
- Severance due to vehicle speeds, volumes and composition (HGVs dominate)
- Unfettered vehicular permeability at the expense of other modes and users – for example lack of advantage for buses over cars given no bus priority along key corridors
- Lack of East West connectivity for walking, cycling and public transport both within Maylands itself and strategically between Hemel Rail Station, Hemel town centre, Maylands and St Albans
- Poor quality walking and cycling infrastructure, particularly on the eastern side of Maylands
- Inconsistent quality of Nickey Line
- Low surveillance perpetuating low volumes of pedestrians and cyclists
- Proximity to the M1 creates through traffic, air and noise pollution challenges
- Some roads are narrow/ poorly maintained

# SWOT Analysis

## Opportunities

Maylands' opportunities are:

### Commercial/Economic and Delivery

- Hemel Garden Communities is a major economic opportunity - growth and scale of population, housing development, perception and quality of place and infrastructure
- Space to accommodate aspirational economic sectors forecast to grow in Hertfordshire
- Office space at the end of its economic life - repurposing/development opportunities
- Potential for wider housing redevelopment to create a better balanced housing market locally and attract and retain a skilled workforce
- Space for relocation of displaced economic activities from elsewhere in the surrounding area
- Some presence of sectors (envirotech, life science and advanced manufacturing) which support Herts IQ objectives
- Appetite for change through Maylands Masterplan Plus and the broader Hemel garden Communities initiative
- Ongoing investment of s106 and CIL monies in the area as Hemel Garden Communities is delivered
- Scope to utilise Herts IQ investment funding to support business growth and infrastructure improvements

### Place

- Opportunity sites in prominent locations which could change the character and initial impression of Maylands, particularly the East Hemel site
- High number of plots with low coverage offers potential for impactful redevelopment
- Delivery of public realm improvements linked to future development
- Improvements to streetscape and activity within the Heart of Maylands
- Opportunity to open discussions with HSE about revisiting the DPZ designation in the context of changing demands for fuel storage over the medium term
- Better integration with Maylands Wood Local Wildlife Site both in terms of biodiversity and leisure

### Transport and Infrastructure

- Better connections to surrounding areas through new development, wayfinding, identity and active travel routes
- Modal shift opportunity given the small distances for many journeys made by car.
- Space to deliver transport and public realm related changes
- Infrastructure enhancement opportunities - HERT Mass Transit, Boundary Way & Buncefield Lane 'Dutch roundabout' proposals, Multi-Modal Transport Hub (for example at Dixon's Turn/Wood Lane End - DBC owned) and secondary Mobility Hubs, Project Breakspear; Nickey Line enhancements to provide an alternative active travel route to work; HGC Sustainable Transport Corridor; Buncefield Lane into Cherry Tree Lane active movement corridor
- Spare capacity at some car parks - opportunity for alternative uses such as spaces for smaller businesses to operate, consideration of parking levy
- Introduction of traffic management and travel planning initiatives
- Scope to introduce HGV control plan to manage the hierarchy of road users in the Maylands vicinity, including management of overnight HGV parking



# SWOT Analysis

## Threats

Maylands' threats are:

### Commercial/Economic and Delivery

- Continued overall UK sluggish economic performance
- Build cost inflation and high interest rates adversely impacting development viability, particularly for aspirational uses.
- Competitor sites across South East England targeting similar types of investment

### Place

- Risk that market-led development will not provide high quality jobs and environment
- The need to create and sustain positive public and stakeholder perceptions around growth.
- Lack of information on the make-up of the existing business base in Maylands limits the potential to identify opportunities for indigenous growth

### Transport and Infrastructure

- Risk that development will rely on delivery of strategic infrastructure which may not be feasible within the short term. Developing strategies that avoid binary dependency on strategic infrastructure will be needed.
- Market perception on car parking need
- Increase in logistics uses will exacerbate the number of HGVs on the existing road network

# The 20 Year Vision

**The Current Position**

An appraisal of Maylands' Strengths, Weaknesses, Opportunities and Threats

**The 20 Year Vision**

Definition of the overall 20 year vision for Maylands

**Masterplan Components**

A set of guiding principles which will ensure the vision can be achieved

**Design Code (Appendix A)**

The Design Code will ensure that new development come forward in a way which contributes to fulfilling the vision

**Immediate Opportunities Plan (Appendix B)**

The Immediate Opportunities Plan identifies short term opportunities for development

**Delivery, Implementation and Phasing Plan**

This section brings together considerations for the delivery of the Vision for Maylands over the next 20 years

## Vision - Future Maylands

Over the next 20 years, Maylands Business Park will:

Grow and evolve to become a seamlessly integrated part of Hemel Garden Communities both physically and functionally

Compete not just on its size and strategic location but in terms of its quality as a business location

Build on momentum established by short term development opportunities to build business cases for funding for infrastructure investment and enhancements to the quality of the environment

Broaden its economic base to include a wider and more aspirational range of economic activities and by exploiting new sustainable technologies and clean growth, thus driving the economy of South West Hertfordshire

Encompass more sustainable and effective approaches for the movement of people and goods

Make effective use of available land and successfully repurpose buildings reaching the end of their economic lives



## Vision - Future Maylands

Eight sub-areas within Maylands have been defined. Each of these contributes to the wider vision.

### 1. Heart of Maylands

Heart of Maylands will be a place that is active and comfortable throughout the day and evening. It will offer facilities to employees, visitors and local residents and act as an interchange between sustainable modes. Wood Lane End will have a green character, whilst other streets will have an urban character with visually permeable ground floors, spill out spaces integrated with the wider public realm and streets defined by continuous building frontages.

### 2. West Edge

A finer grain network of streets will transition between the residential fabric to the west and the connected middle. A dense network of streets will create east-west biodiversity corridors. These green streets will create a greener character at their intersection with Maylands Avenue, which will have a consistent building line.

### 3. Residential Edge

The area will provide a transition between surrounding residential areas and Maylands through providing a denser network of streets, a more comfortable public realm and co-location of residential and employment uses. The missing gap in the Nickey Line will be filled with greater space for walking and cycling along Eastman Way and the Nickey Line will become a clear place of arrival into Maylands.

### 4. Maylands Gateway East

Higher density, higher value activities will be supported through creating a strong sense of place and amenity for visitors and employees. New social spaces will be created around an interchange between sustainable modes of transport. Public realm will be protected from surrounding infrastructure and form a distinct character drawn from the quality of the landscape.

### 5. Connected Edges

The quality of the soft landscape will define the spatial quality of the connected edges. The public realm and landscape will prioritise North-South walking and cycling routes linking into the mobility hub to the south

and new residential areas to the north. HSE zones will define the extent of new commercial spaces focussed on advanced manufacturing and Modern Methods of Construction, and opportunities to utilise inner zones for activities supporting material reuse will be explored.

### 6. Maylands Gateway West

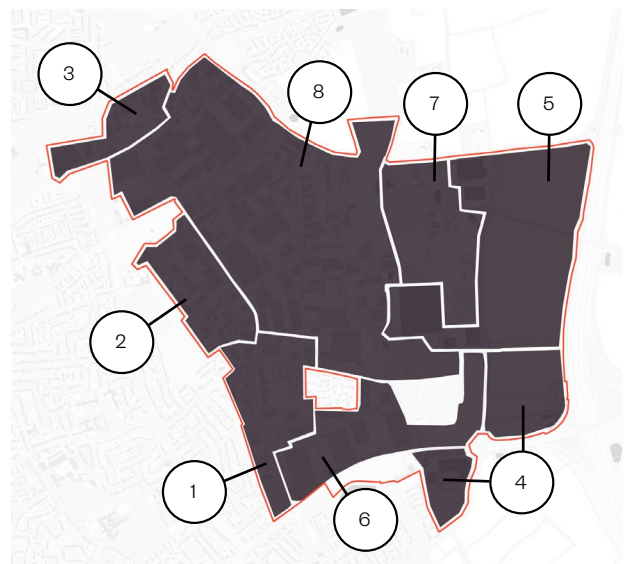
The recently delivery modern commercial development will be enhanced through an improved intersection of Buncefield Land, Wood Lane End and Breakspear Way. Public realm improvements will create a more consistent character of Maylands Avenue.

### 7. Buncefield

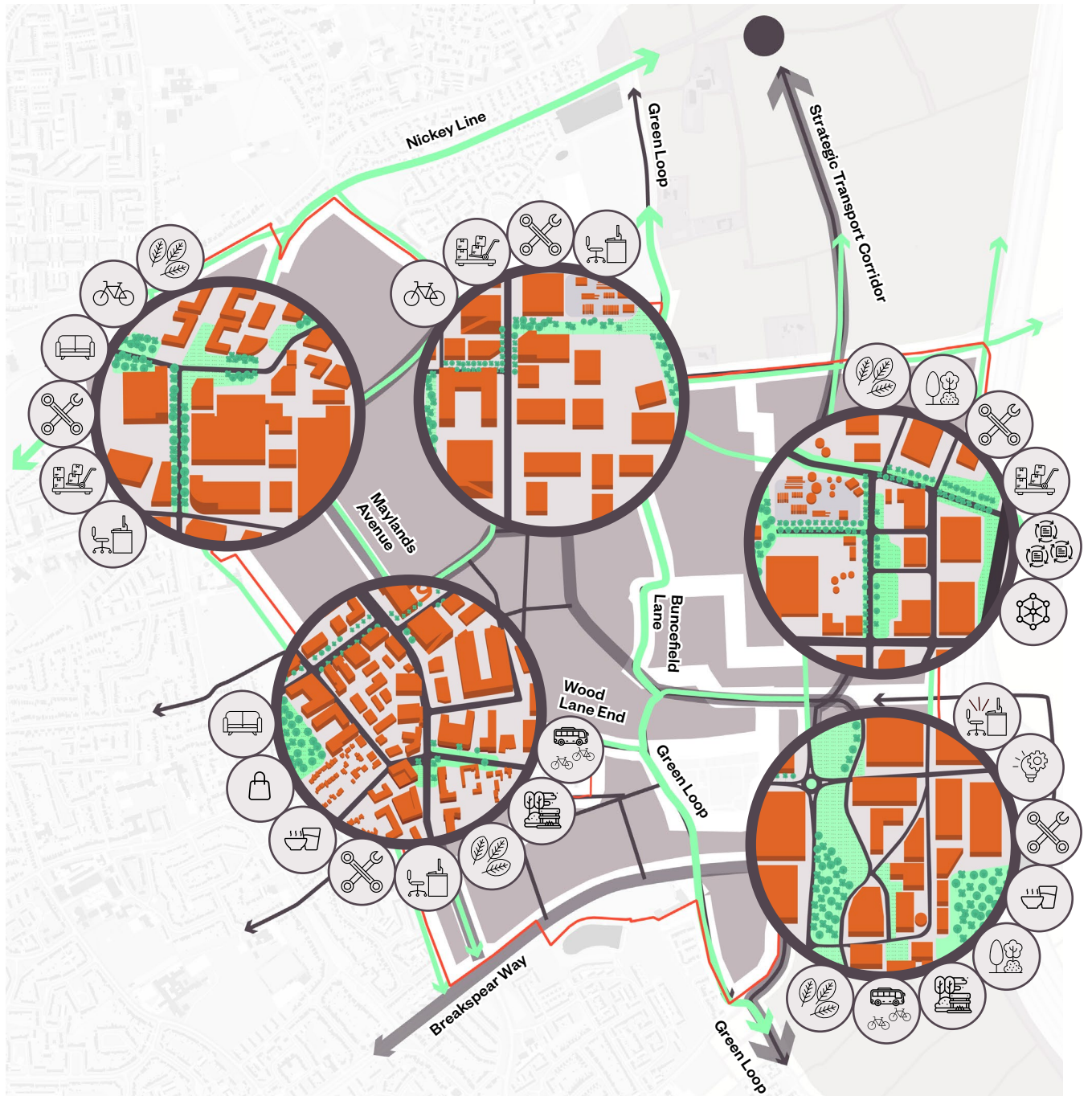
Discussions with Buncefield operators have confirmed an ongoing economic need for the facility over the next 20-30 years. The Buncefield site and HSE consultation zones will continue to function as a terminal. Non operational land should be utilised to provide environmental benefits for the wider area.

### 8. Connected Middle

Intensification of this area will make better use of land, creating more consistent urban environment through improved relationships between buildings and the public realm. A tighter urban grain and enhanced streets will improve East-West connectivity for both people and wildlife. These connections will link into a wider network of walking and cycling routes and strategic green infrastructure.



Sub-area Plan



# Key

- |                                      |                                |                                |
|--------------------------------------|--------------------------------|--------------------------------|
| Green Infrastructure Improvements    | Retail Uses                    | Public transport routes        |
| Strategic Active Transport Corridors | Research and Development uses  | Green infrastructure corridors |
| Residential Co-location              | Material Re-use activities     | New or enhanced connections    |
| Industrial/Light Industrial uses     | Modern Methods of Construction | Sub Areas                      |
| Storage/distribution uses            | Improvements to public spaces  | Hemel Garden Communities Sites |
| Office uses                          | Transport hubs                 | Site boundary                  |
| Flex Office uses                     | Parks/Open green space         |                                |



04

# Masterplan Components

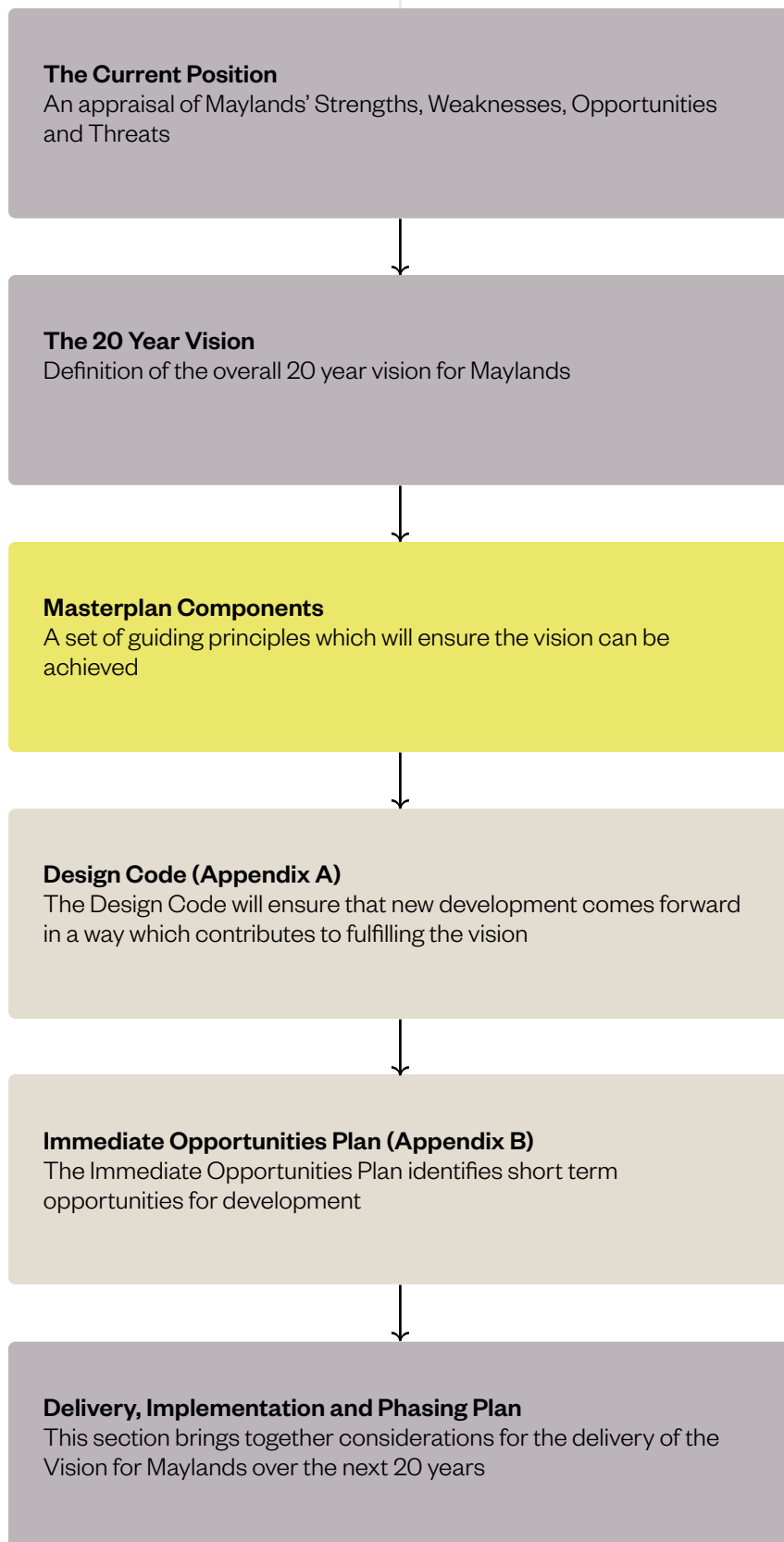


# Introduction

The components of the masterplan incorporate the following sections:

- Placemaking and Green Infrastructure
- Movement, Transport and Infrastructure
- Economic and Business Sector Strategy
- Climate Change Strategy

These sections set out the key moves required to ensure that the development of Maylands over the next 20 years will allow it to become a seamlessly integrated part of Hemel Garden Communities both physically and functionally, compete on quality, make the most of future investment opportunities, create better amenity for both business and residential communities, become a sustainable employment area and facilitate the effective movement of people and goods.



**4a**

# **Placemaking and Green Infrastructure**





## Placemaking

Public realm, identity and wayfinding improvements are proposed in key areas throughout Maylands in order to create a distinct and high quality environment which provides new amenity space and increases ease of movement.

### Seamless Integration with Hemel Garden Communities

The Maylands placemaking strategy will ensure that the area is fully integrated with HGC through wayfinding and public space provision. A series of wayfinding and identity corridors are identified which link into the HGC sites via the Nickey Line, Buncefield Lane, HGC Green Loop and Green Lane. In these areas, wayfinding elements must be provided at key junctions and new areas of public realm.

Improved public realm should be provided at important spaces of arrival into Maylands, such as along the Nickey Line, the Green Lane Square, Heart of Maylands and Cleveland Road, as shown on the plan on the following page. This strategy should be considered in conjunction with the Nickey Line Vision and Strategy.

### Maylands to Compete on Quality

Relatively simple placemaking measures can increase the quality and perception of Maylands through improved public space provision, a stronger identity, better wayfinding and greater amenity space, including green amenity space.

### Building on short term momentum and a broadened economic base

The delivery of short term opportunities will help to build the business case for funding future infrastructure and enhancements to the quality of the environment. The placemaking strategy identifies the key areas which are important for future investment, and which will help to create high quality places and spaces for both the worker and resident population.

### Facilitate more sustainable and effective movement of people and goods

The placemaking strategy will also help to facilitate effective movement throughout Maylands through improved wayfinding and the introduction of specific treatments at certain key corners throughout the site. Corners in these locations should be designed to communicate their significance and adjacency to important junctions.



**Blackhorse Lane**

Characterful wayfinding creating strong identity



**Harwell Science Campus**

New high quality buildings in prominent positions



**Cambridge Biomedical Campus**

Strong links with surrounding residential development creating a place to work and live



#### Placemaking and Public Realm:

- Wayfinding and identity corridors
- Key areas for identity improvements adjacent to strategic transport corridors
- Corners which require special treatment for wayfinding and identity
- Locations for public realm improvements/new public spaces
- New green space amenity provision
- Noise Attenuation Landscape Buffer
- Site boundary

# Placemaking

A summary of the proposed placemaking interventions are as follows:

### Wayfinding and Identity:

Opportunities to improve wayfinding through Maylands business park and to improve the identity of the estate should be explored at:

**1. Maylands Avenue** – including special treatment of the corners where Maylands Avenue meets:

- Breakspear Way
- Wood Lane End
- Maxted Road
- Cleveland Road
- Swallowdale Lane

**2. Wood Lane End** – including special treatment of the corners where Wood Lane End meets:

- Maylands Avenue
- Buncefield Lane

### 3. The Nickey Line

**4. Buncefield Lane** – including special treatment of the corners where Buncefield Lane meets:

- Three Cherry Trees Lane
- Boundary Way
- Breakspear Way
- And the proposed new connection to Boundary Way

**5. Boundary Way (south)** – including special treatment of the corners where Boundary Way meets:

- Buncefield Lane
- Green Lane

**6. Green Lane** – including special treatment of the corners where Green Lane meets Boundary Way.

### New/Improved identity and signage adjacent to strategic transport corridors:

Opportunities for identity improvements such as signage should be explored adjacent to the transport corridors at:

**7. Breakspear Way** - Signage to the north of Breakspear Way.

**8. The M1** - Signage integrated within new development to the west of the M1.

### New/Improved Public Realm:

Opportunities for improved public realm and new public spaces should be prioritised in the following areas:

**9. Within the Heart of Maylands** – A new public space adjacent to the row of retail units to the west of Maylands Avenue

**10. Maylands Wood Gateway** – Public realm improvements at the entrance to Maylands Wood, at the junction of Cleveland Road and Mark Road

**11. Nickey Line Gateway** – A public welcome and improvements covering the portion of the Nickey Line which runs along Eastman Way

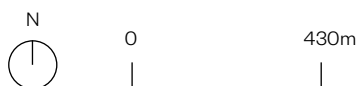
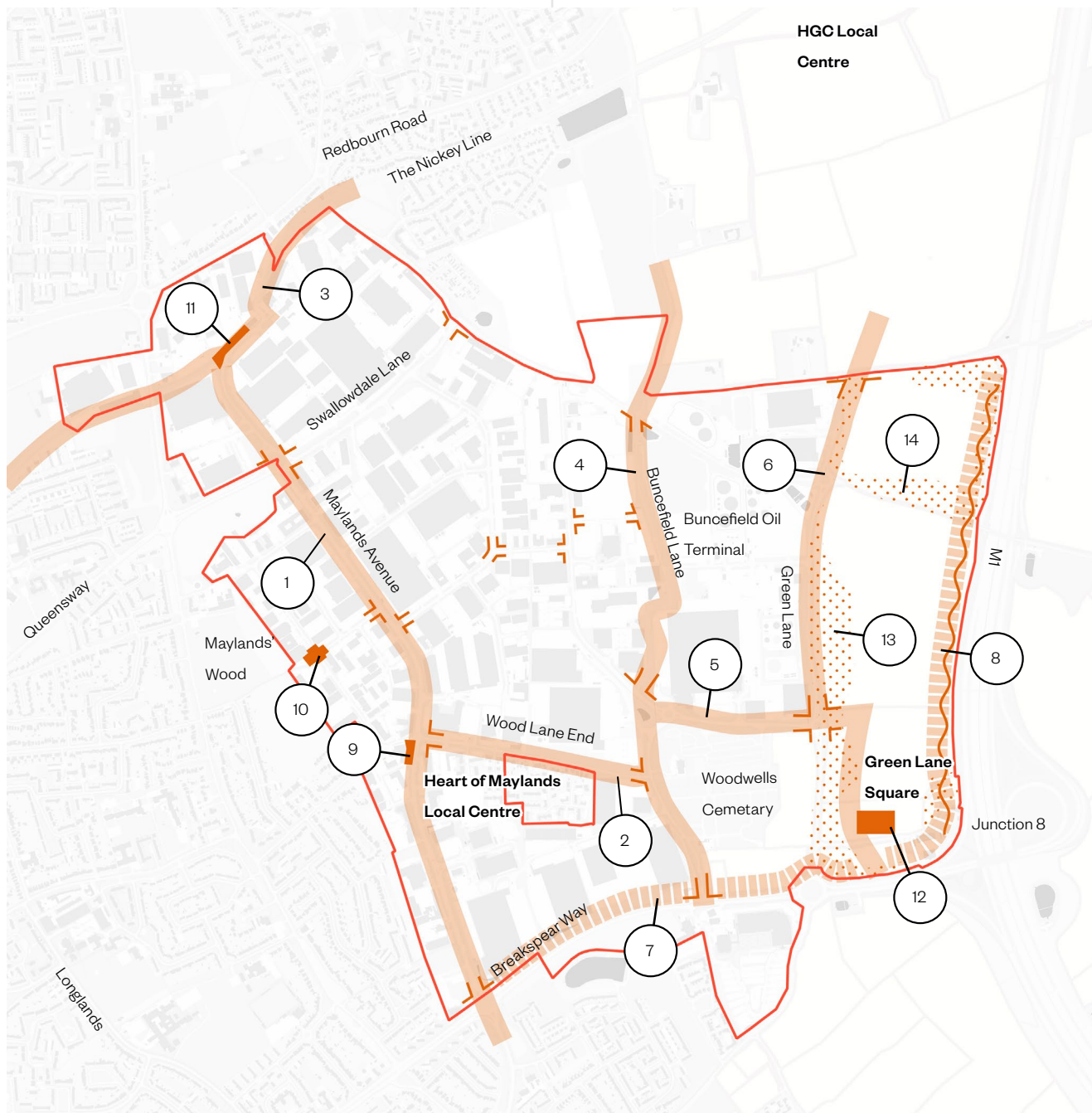
**12. Green Lane Square** – A new public space within the East Hemel site with mobility hub and interchange

### Green Space Amenity:

**13. Along Green Lane** – a linear park along Green Lane

**14. East Hemel North** – Green amenity space to the north of the East Hemel site





#### Placemaking and Public Realm:

- Wayfinding and identity corridors
- Key areas for identity improvements adjacent to strategic transport corridors
- Corners which require special treatment for wayfinding and identity
- Locations for public realm improvements/new public spaces
- New green space amenity provision
- Noise Attenuation Landscape Buffer
- Site boundary

# Green Infrastructure

Green infrastructure will be vital to ensuring that Maylands is an environmentally sustainable and biodiverse employment area.

### Seamless Integration with Hemel Garden Communities

The Maylands green infrastructure strategy includes strategic and local green corridors which link to those planned for the HGC developments and the wider Hemel area. This should be read in conjunction with the Hemel Garden Communities Green Infrastructure Strategy and the Hertfordshire Green Infrastructure Strategy produced for the Hertfordshire Infrastructure and Planning Partnership.

### Maylands to Compete on Quality

Improved green infrastructure will be essential to ensure that the Maylands of the future is an attractive environment for business.

### Building on short term momentum and a broadened economic base

The delivery of short term opportunities will help to build the business case for funding future infrastructure and enhancements to the quality of the environment. The green infrastructure strategy identifies key areas which are important for future investment, and which will help to create

high quality places and spaces for Maylands' human and non-human populations.

### The following general provisions should be made:

#### Accessible Greenspace

- Small (0.5ha-2ha) but frequent accessible greenspaces and pocket parks provided within Maylands Business Park
- Opportunities for more ambitious larger accessible greenspaces to serve local residents as well as workers within the East Hemel site
- Opportunities to convert unused land to natural greenspace should be considered
- Attractive green active travel commuting routes to and from greenspaces connecting workplaces and local residential areas, supporting the movement strategy
- Accessible greenspace designed to meet Green Flag Award criteria and best practice in accessibility to ensure all feel safe and be attractive for businesses and workers
- Natural features retained, enhanced and utilised where appropriate to create high quality public realm and settings to buildings, mature trees should be retained
- Engage local businesses in design and management of green infrastructure

#### Urban Greening

- Biodiverse extensive green roofs, bio-solar green roofs and green walls created on buildings to reduce runoff, provide habitats and cooling
- Spaces for sustainable drainage should be

incorporated including rain gardens and permeable paving to reduce surface water infiltration and water pollution particularly along strategic and local green corridors

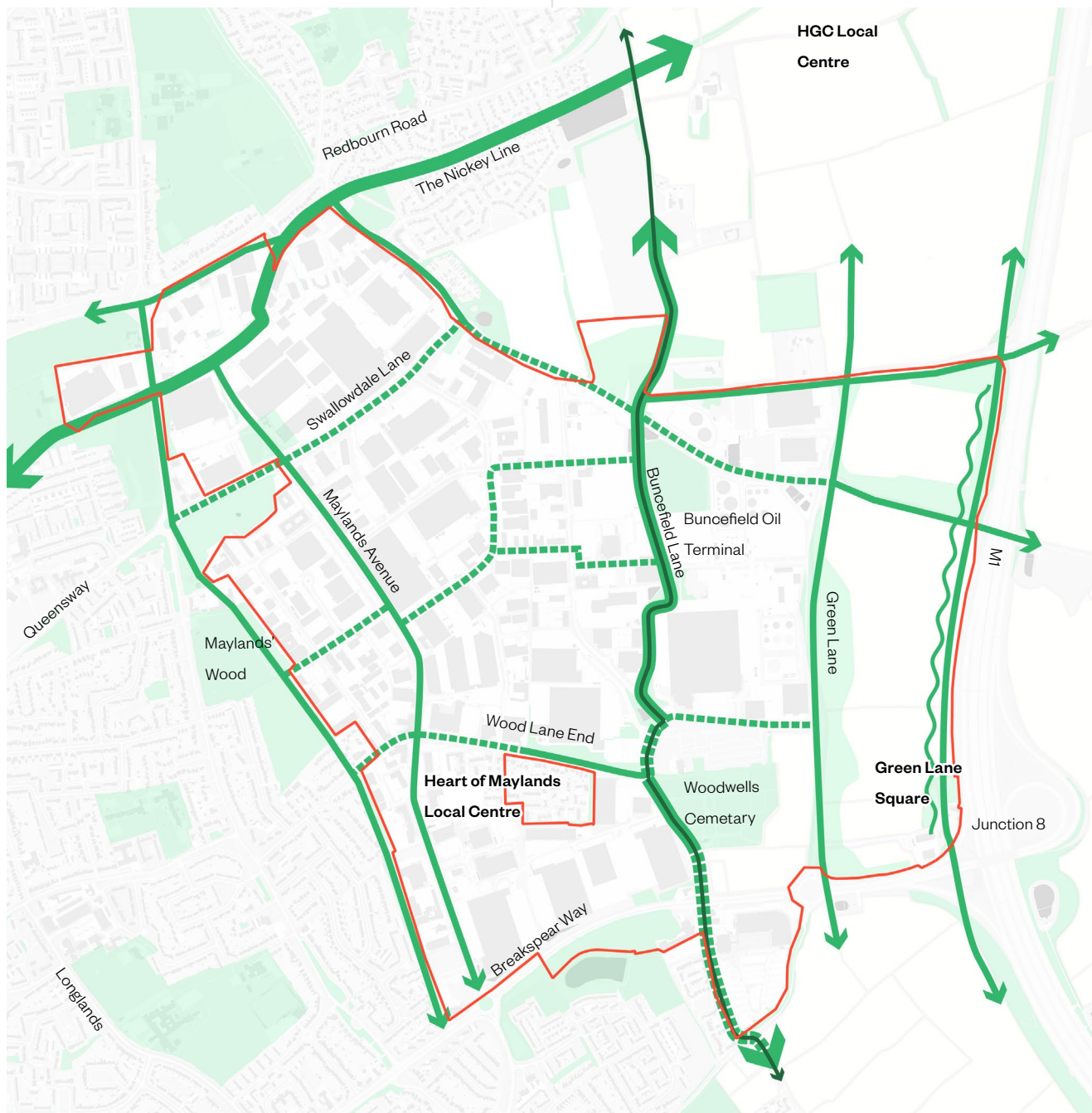
- Detention/retention ponds contribute to flood resilience, provide wetland habitat and create attractive places for workers to eat and relax as part of public realm design
- Amenity grassland with wildflower meadows for pollinators should be created.

#### Urban Tree Canopy

- Existing trees retained and expanded within the existing Maylands Business Park
- Existing woodlands, hedgerows with trees, field trees and orchards retained and expanded to provide a strong landscape framework for development areas within the new business park
- Structural planting to contribute to tree canopy cover uplift targets
- New and existing trees incorporated into development sites and streets are tree lined to provide summer shade for workers
- Woodland planting around edges of the new business park to provide screening of development, new habitats and sequester carbon

#### Nature Recovery

- Major development achieves a minimum 10% Biodiversity Net Gain in line with statutory requirements
- Major development incorporates features for species, biodiverse green roofs or rain gardens, and creates or enhances species-rich meadows, hedgerows or new woodland



#### Green Infrastructure:

- █ Existing green infrastructure comprising strategic green corridor
- ▤ Proposed green infrastructure comprising strategic green corridor
- █ Existing green infrastructure comprising local green corridor
- ▤ Existing green infrastructure comprising local green corridor
- █ Existing green spaces and green spaces planned through HGC
- ~ Noise Attenuation Landscape Buffer
- HGC Green Loop
- ▭ Site boundary



# Green Infrastructure

A summary of the proposed specific green infrastructure interventions are as follows:

### Strategic Green Corridors

Preservation and enhancement of strategic green corridors, including:

- Retention, enhancement and utilisation of natural features and mature trees
- Incorporation of spaces for sustainable drainage including rain gardens and permeable paving to reduce surface water infiltration and water pollution where possible

The strategic green corridors are:

#### 1. The Nickey Line

- Preservation and enhancement of the strategic green corridor along the Nickey Line. Creation of an attractive green active travel commuting route to and from greenspaces which connects workplaces and local residential areas to the West and North of Maylands, as well as to Hemel town centre. The new public realm along Eastman Way should serve to continue the green corridor.

#### 2. Buncefield Lane

- Preservation and enhancement of the strategic green corridor along the Buncefield Lane, including the existing character of hedgerows. Provision of new green infrastructure features along sections of Boundary Way and Buncefield Lane to ensure the green corridor is continuous. Creation of an attractive green active travel commuting route to and from greenspaces which

connects workplaces and local residential areas to the north and south. Buncefield Lane is part of the HGO Green Loop, a strategic green corridor and route.

### Local Green Corridors

Preservation and enhancement of local green corridors with retention of existing trees, natural features and spaces for sustainable drainage should be incorporated including rain gardens and permeable paving to reduce surface water infiltration and water pollution where possible along:

**3. Maylands Avenue** – Existing local green corridor preserved and enhanced

**4. Green Lane** – Existing local green corridor enhanced through new development and green space on the East Hemel site

**5. M1 Corridor** – Existing local green corridor along the M1 safeguarded and enhanced through development and green space on the East Hemel Site. A Noise Attenuation Landscape Buffer must also be provided as set out in the HGO Green Infrastructure Strategy

**6. Punchbowl Lane** – Existing local corridor along Punchbowl Lane safeguarded

**7. Maylands' Wood** – Existing local green corridor running north south through Maylands' Wood and adjacent green spaces

**8. Hogg End Lane** – Existing local green corridor running east-west to be enhanced through development on the East Hemel Site

Creation of new east-west local green corridors to connect existing corridors and green spaces along:

**9. Swallowdale Lane** – New east-west green corridor connecting existing green spaces and the corridors at:

- Maylands' Wood
- Three Cherry Trees Lane

**10. Cleveland Road and Maxted Road** – New east-west green corridor connecting existing green spaces and corridors at:

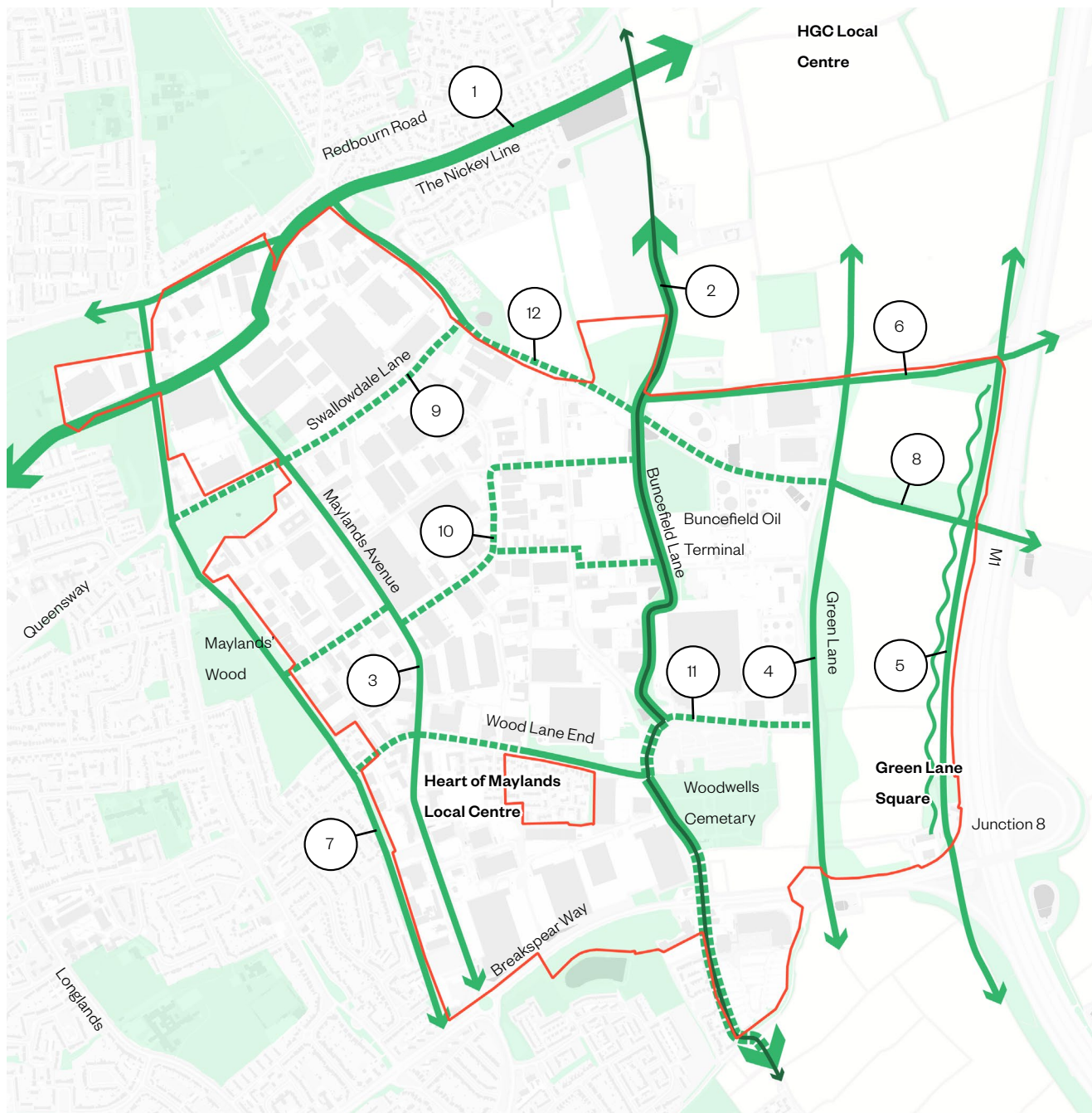
- Maylands' Wood
- Buncefield Lane

**11. Wood Lane End** – New east-west green corridor supporting active travel routes between local centres and connecting existing green spaces and corridors at:

- Maylands' Wood
- Maylands Avenue
- Buncefield Lane
- Green Lane

**12. Three Cherry Trees Lane and Hogg End Lane** – New east-west green corridor connecting existing green spaces and local green corridors at:

- The Nickey Line
- Swallowdale Lane
- Buncefield Lane
- Green Lane
- The M1 Corridor



#### Green Infrastructure:

- Existing green infrastructure comprising strategic green corridor
- ▨ Proposed green infrastructure comprising strategic green corridor
- Existing green infrastructure comprising local green corridor
- ▨ Existing green infrastructure comprising local green corridor
- Existing green spaces and green spaces planned through HGC
- ~ Noise Attenuation Landscape Buffer
- HGC Green Loop
- Site boundary

**4b**

# **Movement Transport and Infrastructure**





# Movement, Transport and Infrastructure

The future sustainable and effective movement of people and goods will be afforded throughout Maylands through a series of new vehicle connections, bus routes and dedicated active travel routes. These will increase ease of movement in both north-south and east-west directions.

## Seamless Integration with Hemel Garden Communities

The proposed connections will allow Maylands to seamlessly integrate into the surrounding Hemel Garden Communities developments. Active Travel provision will be significantly improved through new connections across the site which link into the key strategic active transport corridors at Buncefield Lane and The Nickey Line, enabling ease of sustainable movement between HGC sites and Maylands. Phasing of these links will need to be considered in more detail, but several could come forward through developing the early opportunities sites. Vehicle movement will also be improved through the East Hemel site, linking Maylands and the HGC developments to both the north

and south. These measures will help to make Maylands an attractive employment location for those living within Hemel Garden Communities.

## Maylands to Compete on Quality

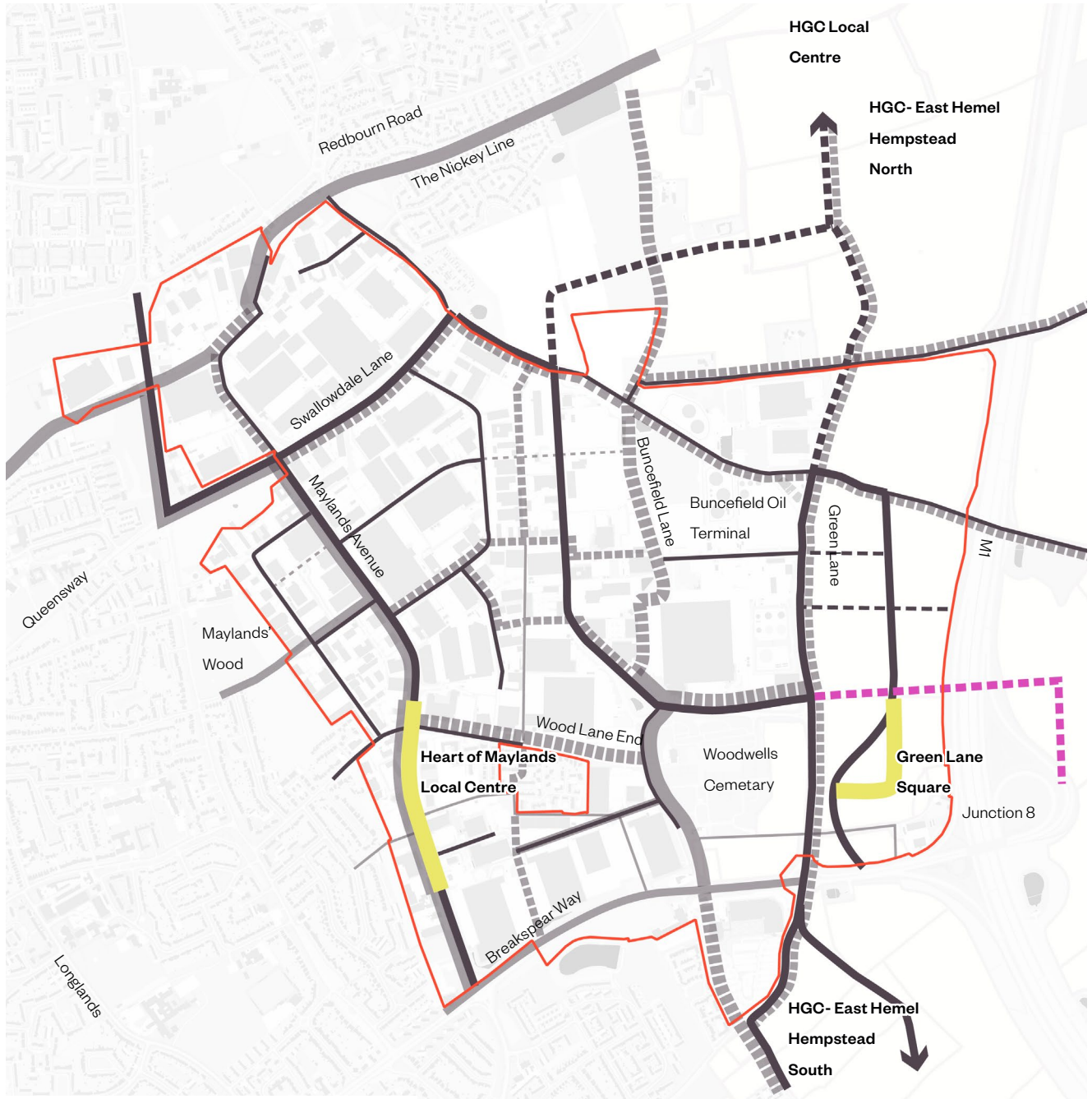
Defining the street hierarchy will help to prioritise identity, green infrastructure and placemaking interventions, as well as the design of buildings. This will help to improve the perception and quality of Maylands and ensure that it can compete not just on its size, but on the standard of its places and spaces. Improved bus routes will help to connect the centre of Maylands, making the area a more attractive employment location.

## Provision for Growing Business and Residential Community

The proposed improvements will also cater for those who live within the Heart of Maylands, increasing their ability to travel to nearby local centres, green spaces and Hemel Hempstead Town Centre.

Equally, Maylands' business community will be better connected to amenity spaces at the Heart of Maylands and the proposed multimodal transport hub within the East Hemel Site. This could be supported by a feasibility study and would require further consultation with HGC and HOC transport teams.





Existing and Proposed Movement Diagram:  
Street Hierarchy and Active Travel Routes



**Existing Movement Network:**

- Local Centre Street
- Primary Streets
- Secondary Streets
- Primary Active Travel Routes
- Other Active Travel Routes
- Footpaths and Public Rights of Way

**Proposed Movement Network:**

- Local Centre Street
- Primary Streets
- Secondary Streets
- Overbridge (should it be required)
- Primary Active Travel Routes
- Other Active Travel Routes
- Footpaths and Public Rights of Way
- Site boundary

# Movement, Transport and Infrastructure

### Introduction

This section of the report sets out the transport, access, and movement aspects of the proposed Maylands Masterplan Plus.

The existing baseline transport position for Maylands is outlined in Appendix C. In summary, by virtue of its current design and location both on the outskirts of Hemel Hempstead and with proximity to the Strategic Road Network (A414 and M1), the default mode of transport for most trips is by car. This is the case even for employees living within Hemel Hempstead. Modes of public transport and active travel are seen as unappealing and uncompetitive, and this has created an environment where Maylands spaces and places are dominated by car parking and other associated vehicular infrastructure.

The Maylands Masterplan Plus will seek to, within reason, address the identified shortcomings and provide a framework for a more sustainable, safer, and more social environment. The aspects covered in this section of the report are as follows:

- Transport Vision & Principles
- Transport Planning Approach and Controls
- Strategic Investments
- Access & Movement Framework

### Transport Vision & Principles

In July 2019, Dacorum, SADC and Hertfordshire County Council declared a Climate Emergency. By declaring a Climate Emergency the Councils have acknowledged that action is needed on the causes and impacts of climate change. It is in this context, and through the many subsequent policy frameworks, that the transport vision has been developed.

The Transport Vision for the site is therefore:

**Making use of the site's unique location and scale, Maylands will be a new mixed-use, net zero-carbon community where people will have the ability to meet most of their daily needs within a short walk from home or work and is a place that is structured around safe and sustainable local transport options. Car dependency will be designed out as Maylands is integrated with, and acts as a catalyst for, a step change in sustainable transport for the area.**

Our approach to achieve the vision, is based around the following key principles:

- **Designing a Great Place:** Daily activities will be convenient and be easily accessible on foot or by bicycle, with the scheme delivering increased mixed

used development structured as a series of neighbourhoods. Lower car usage and shared mobility services facilitated through Mobility Hubs, will become the norm. Movement will be structured safe, direct and attractive routes for low impact personalised transport and create a more accessible and inclusive environment.

- **Recognising the inherent benefit of planning for growth at Maylands:** optimising the unique opportunity for growth and reducing the need for growth to take place in less sustainable locations.
- **Matching of jobs and homes:** where local employment is provided appropriately to the demographic of the community and region.
- **Recognise work from home and local work-space hubs** as part of "mobility solution".
- **Movement corridors** through the site and to and from key destinations that provide for walking, and the segregated use by cycles and other personal and public transport modes.
- **Change the relationship to the car** and understand that local highway network capacity increases in respect of the peak hours is fundamentally unsustainable.

Maylands can, and should, be a stimulus for a step change across Hemel in people's perception of accessibility. An optimal mix of land uses, and the potential ability to create a critical mass for public transport provision for the benefit of the wider region. Anything less would be failing to realise the opportunity that the area presents given its strategic location within the region.

## Transport Planning Approach and Controls

A successful Maylands Masterplan Plus must be able to facilitate sustainable economic growth for the Business Park, Hemel Hempstead and the wider region. The supporting transport strategy must therefore provide the tools to achieve this objective and not propose an approach that fetters growth and the ability to accelerate it.

Therefore, whilst this report is cognisant of the need to develop an approach to transport infrastructure that is complementary to the schemes in the region being brought forward or promoted in particular, Hertfordshire County Council and the Hertfordshire Futures (formerly the Hertfordshire LEP), it also proposes an approach that avoids early dependency on strategic infrastructure that is as yet not committed. This approach, if executed correctly, provides a mechanism for bringing forward growth in a manner that is both sustainable but also not constrained by a lack of certainty over strategic infrastructure funding and delivery.

The approach proposed is therefore 'Monitor & Manage' as part of a 'Vision and Validate' framework. This is a shift from a 'predict and provide' approach to transport planning which can be broadly described as one which uses current or historical traffic patterns to determine the future need for infrastructure and thereby perpetuating the dependence on the private car through provision of additional highway capacity and investment.

By contrast, the 'Vision and Validate' approach to transport planning decides on a preferred vision of the future (the Maylands Masterplan Plus) and then provides the means to work towards that whilst also accommodating uncertainty about the future through monitoring and managing. This offers the opportunity for more positive transport planning and will help to implement HOC's LTP 4 transport user hierarchy by considering walking, cycling and public transport upfront. It is also an approach that is consistent with the overarching approach to transport within the Hemel Garden Communities (HGC).

This approach is to some extent captured in LTP 4 Policy 13 New Roads and Junctions where it is stated that 'any increase in road capacity should not be released before it is absolutely necessary as this will only perpetuate greater traffic growth.' This is the approach we are advocating.

In practice, this means that to enable growth in floorspace but without a corresponding growth in car trips, a programme of modal shift across the Business Park and to some extent the wider town will be required and that through the headroom created against a vehicular trip budget, new, more sustainably focussed growth can occur.

As established in the Transport Baseline report (Appendix C), spare highway capacity in the east of the town is very limited. The principle of a trip budget is therefore based on the premise that there is no significant spare highway network capacity during

the peak periods in the area, and there are limited opportunities or indeed the short-term commitments to increase this capacity. Where spare capacity does exist, it may be limited and insufficient to support major new trip making activity without significant increase in the capacity of other modes. In either scenario, a trip budget approach seeks to cap car-based trips at the capacity of the highway network.

Therefore, the trip cap is defined as the number of vehicular trips that can be generated by overall development without resulting in unacceptable conditions, compared to an agreed baseline existing situation.

The trip budget principle would apply across every phase of delivery of the Maylands Masterplan Plus but can assist particularly during early stages of development delivery if there are delays to the delivery of other transport infrastructure. The monitoring of vehicle trips against the trip budget are a key control to managing acceptable impacts.

The specifics of the trip budget would need to be agreed through subsequent stages of the planning and assessment process where a fuller appreciation of impacts and benefits of schemes can be more accurately captured plus any long-term changes to travel behaviour. However, if the principle and high-level approach are accepted through a Local Plan process, the framework for development management policies and approvals can be applied when sites are brought forward through planning.



# Movement, Transport and Infrastructure

The trip budget approach is illustrated schematically below, showing that as development increases, car trips are managed through the incremental application of sustainable transport strategies and infrastructure, essentially delivering growth through achieving modal shift away from a future which would otherwise produce unfettered growth in car trips.

The need, and potential, for modal shift in Maylands has been considered by WSP as part of their work for the Hemel Garden Communities and reported in their November 2023 report 'Hemel Garden Communities Potential Modal Shift', and is consistent with the HGC 2050 Transport Vision and Strategy document.

This comprehensive review of the potential for shift is summarised alongside where it is indicated that at Hemel Hempstead a target of 40% of trips to be undertaken by sustainable modes is proposed. This is higher again at 60% in the new communities of Hemel Garden

Community. If Maylands' were to follow this pattern, car driver trips could be expected to reduce from 79% to 60% or lower overtime, with trips undertaken by active and sustainable modes comprising at least 40%.

Embracing this approach requires several factors, or building blocks, to be in place or possible. These are as follows:

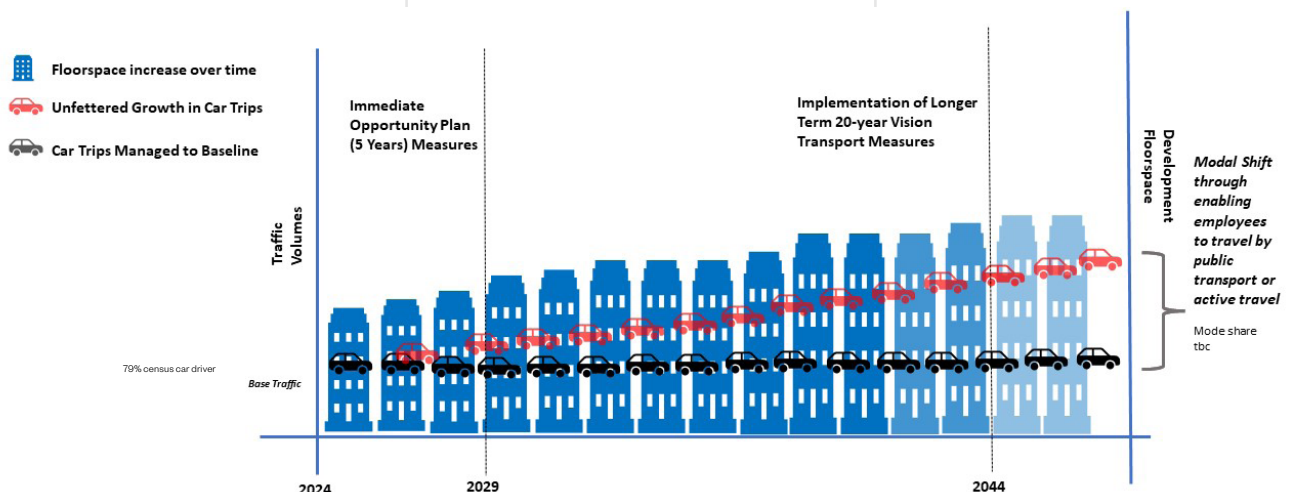
## An adopted Vision that has political support

This would be the Maylands Masterplan Plus adopted by the authorities as being a material planning consideration to assess future development proposals against and would sit alongside the HGC Transport Vision & Strategy for 2050.

## The Trip Budget

An agreed level of permitted and sustainable trip making for the Business Park – the trip budget. This could be quantified through car parking or explicitly through counts and would evolve based on changes in behaviours or infrastructure delivery. The

principle of delivering growth through sustainable transport and enabling modal shift through the provision and priority of non-car infrastructure is consistent with national and local policy. In space constrained urban environments, the ability to absorb more car traffic whilst also delivering walking, cycling and public transport infrastructure is not possible. It is therefore proposed that the traffic currently generated by Maylands is largely maintained as a maximum and this 'budget' is effectively disaggregated between existing and new growth through targeted modal shift enabling strategies. However, the identification and specification of current trip generation in the area and capacity of the network needs to be subject of further work. Further to this, the application of this as a principle cannot be undertaken without further consideration of timings and the phasing of infrastructure to support the shifts needed over a longer period and a number of further studies will also be needed in this regard.



Principle of a Modal Shift Approach

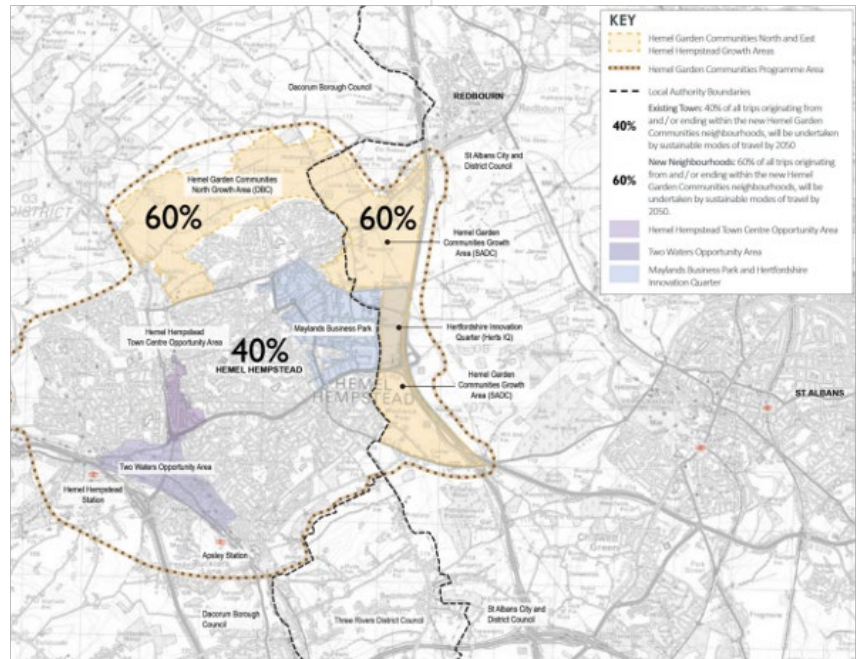
## An Infrastructure Delivery Schedule / Plan

That relates to Maylands and surrounds. This will include all measures and schemes that can be agreed as necessary to bring forward the Vision and will include local and strategic measures. Apportionment and funding to deliver the infrastructure will need to be established through the planning process. The WSP report that considers the opportunity for achieving shift identifies the following as being particularly effective for Maylands:

- To target investment in walking and cycling infrastructure
- For micro-consolidation
- For a mobility hub
- For bike and scooter share
- To consider bus priority
- To target demand responsive transport

Any Infrastructure Delivery Schedule should build upon HCC's A414 Corridor Study which identified a number of key interventions along the corridor.

Any phased delivery of further growth at Maylands will, through subsequent stages of planning, always need to be considered in the context of the most up to date plans for Project Breakspear and the Hemel Garden Communities to ensure cumulative impacts are understood and managed. However, the strategy put forward as part of this Masterplan is that early growth or redevelopment at Maylands can, and should, be supported if conjoined to non-strategic infrastructure. As such, many early growth and redevelopment opportunities are likely to



Model shift target map

come through walking, cycling and wheeling improvements. Cumulatively, these can still help to facilitate modal shift across the area and wider Hemel Hempstead.

## Modal shifts, Trip reductions, and targets

That can be attributed to infrastructure delivery will need to be assessed and agreed through a planning application and transport assessment process. WSP have estimated that the potential for Modal Shift at Maylands and the most effective elements to achieving it and this could form the basis of any further evidence needed.

## Agreed and reduced car parking standards

New development being approved would need car parking to be provided at levels that would be commensurate

with the trip budget. The levels of car parking permitted would need to be commercially viable but seek to overall maintain car parking at, or lower, than the number of spaces across the masterplan area which is estimated to be 16,200 (based on satellite imagery and ratios for surface level and multi-storey sites). This will be developed with consideration to future car parking standards for HGC.

Any additional car parking required to ensure commercially acceptable growth should only be provided in accordance with a Maylands Car Parking strategy. This is required to manage and determine appropriate levels of car parking stock into the future and as a tool to reduce the growth in highway trips. This Car Parking strategy will detail requirements for EV charging for the Business Park, with reference to the HCC *Electric Vehicle Charging Strategy*

# Movement, Transport and Infrastructure

### A Monitoring Protocol

That establishes trip making, mode shares and effectiveness of investments and therefore adherence with the trip budget and Vision set out.

### Strategic Investments

Whilst this approach to transport planning and infrastructure delivery is considered appropriate for sustainable growth and the decoupling of early phase development from strategic infrastructure uncertainties, it does not mean that strategic infrastructure is not required. Indeed, if the Vision is to be achieved, this Masterplan supports the delivery of the following aspects which can be considered as strategic interventions.

At this stage the timing, and therefore reliance, on the following is not known but do form part of the Vision for the area. They do not however, form part of the infrastructure strategy associated with the Immediate Opportunities Plan set out further into this report.

**Project Breakspear** is a significant project looking at improving access to the HGO growth area(s), Maylands Business Park and Hertfordshire Innovation Quarter, in order to support the growth coming forward in this area. It consists of a number of elements including upgrades to the existing Breakspear Way / Green Lane Roundabout (Phoenix Gateway) to support the growth coming forward in this area.

To reinforce HCO's LTP4 Policy 1 (User Hierarchy), Project

Breakspear will prioritise active and sustainable modes of travel. This will consist of a number of elements including the replacement of the existing Breakspear Way / Green Lane Roundabout (Phoenix Gateway) with traffic signals, improving connectivity between the northern and southern parts of the development by providing a new high-quality walking and cycle bridge over the A414, a mobility hub, and a proposed spine road and sustainable transport corridor as part of the land East of Hemel Hempstead, and Herts IQ developments.

One of the key goals of Project Breakspear is to be mitigate the perceived severance created by the A414 corridor. This will be achieved through enhancements in crossings and active travel infrastructure, aiming to enhance neighbourhood connectivity on both sides of the corridor and make sustainable modes of transportation more appealing. Furthermore, these improvements will be designed to accommodate future advancements in technology, including micromobility and smaller autonomous vehicles, to facilitate both logistics and the movement of people.

Once the development area is developed, a later stage may require modifications to M1 Junction 8 with a new bridge over the M1, providing Maylands and the planned growth area with direct access to the M1 southbound, without the need to pass through the A414 Breakspear junction. Further work will be required to establish the need, business case, funding, phasing, and deliverability.

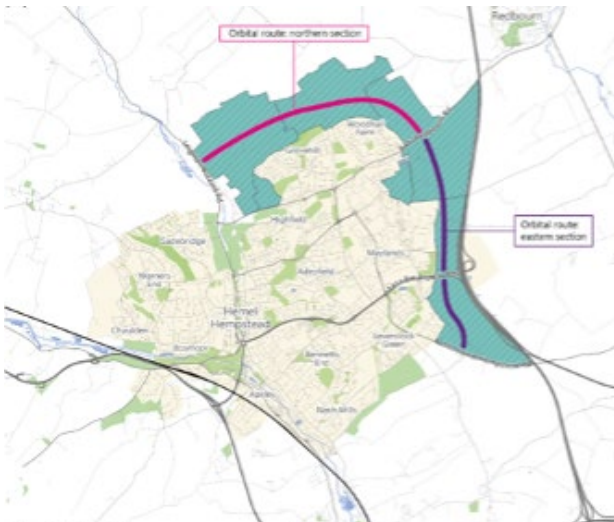
The need for this scheme in part relates to the importance of Maylands as a logistics centre and therefore has a need for reliable access to and from the M1. The ability to extract traffic sooner and away from more sensitive areas within the area presents opportunities for the reallocation of carriageway space elsewhere in the Business Park.

**Rapid Transit System (e.g. HERT)** will be a new, sustainable passenger transport network. The HERT will deliver a step-change in the passenger transport network through an accessible, reliable and affordable east-west transit system which connects people easily to where they live, work and visit. The HERT will support economic growth, improve the environment and positively impact existing and new communities. It will also connect with north-south rail lines to create new sustainable journey options across the whole of Hertfordshire and beyond. Maylands will be directly benefited through its proposed route along the A414 and its connections to Hemel Hempstead railway stations.

## 04. Masterplan Components

**The Sustainable Transport Corridor** is reflected in the Hemel Garden Communities Framework Plan, a spatial framework for the HGC Programme Area, with a detailed focus on North and East of Hemel Hempstead Growth Areas, as a means of enabling the provision of improvements for cyclists, pedestrians and buses in the town.

Work undertaken by Integrated Transport Planning (ITP) considered whether the route should be for private vehicular traffic or for sustainable modes only and concluded that with a commitment to delivering a high proportion of journeys by sustainable modes the provision of a route facilitating greater levels of private car movements would appear contradictory to this. Therefore, the assumption at this stage is that the corridor may provide some car access but will not provide a strategic through route.



Hemel Garden Communities Strategic Transport Corridor

### Maylands Multi Modal Transport Interchange and associated infrastructure

A bus and coach interchange near to Maylands with access to the A414/M1 is proposed as part of the A414 Corridor Study. This would be served by existing or new express coach services along the M1 and could provide potential for bus shuttle links to the whole Maylands area. This can be considered as a primary mobility hub and would be provided on or close to the confluence of the A414 and the Sustainable Transport Corridor.

### Access and Movement Framework

The development of the Maylands Masterplan Plus and supporting transport strategy with key strategic investments is predicated on an access and movement framework. This access and movement framework has been formulated to help achieve a number of objectives which underpin the vision for Maylands as follows:

- **Increased permeability and priority for selected user groups** – HCC's Local Transport Plan 2018 outlines a Transport User Hierarchy which aims to increase rates of travel by more sustainable modes through increasing the attractiveness of alternative forms of travel to the private car. A hierarchy of users and connections will be reflected in designs and movement strategies. Sensible design responses to the car will allow increased granular connectivity for pedestrians, cyclists and improved reliability and penetration for public transport. Delivering east west active travel connectivity across the business park must be achieved.
- **Designing to reduce the dominance of vehicles** – Through developing a hierarchy of routes to serve vehicles, more direct access can be provided to the strategic road network as well as reducing rat-running through the business park. This strategy will allow other strategies for sustainable modes to succeed through creating areas less blighted by cars and HGVs.
- **Support and complement infrastructure investment** – A stated, significant investment in infrastructure improvements is envisaged around Maylands due to the significant growth potential in combination with the Hemel Garden Community. Whilst Maylands cannot dictate the pace of delivery elsewhere, this Access and Movement Framework will seek to embrace the infrastructure investments being taken forward and seek to maximise the effectiveness of them



# Movement, Transport and Infrastructure

### Strategic Masterplan Scale Access & Movement Key Moves

This subsection of the report details the way in which the masterplan for Maylands has developed to meet these objectives. These key moves are described within the following context.

- Traffic Management and Organisation
- Active Travel Networks
- Bus Network and Shared Transport.

Beyond the Strategic Masterplan moves, infrastructure is described in more detail as part of the Design Code inputs and then the Immediate Opportunities Plan.

### Traffic Management and Organisation

The approach to private vehicles is key to the success of many of the other elements of this movement strategy within Maylands. This approach builds upon the traffic improvement and road hierarchy measures previously set out in the 'Maylands Master Plan: The Gateway to a Greener Future' document (September 2007).

Through improving local connectivity and limiting parking for those that could feasibly travel by sustainable modes (e.g. those living within Hemel Hempstead), if executed correctly, the proposed Vision and Validate approach provides a mechanism for bringing forward growth in a manner that is both sustainable but also not constrained by strategic infrastructure funding

and delivery which is not yet committed.

The existing traffic management or key routes at Maylands is illustrated in the top figure on the following page.

At present, there are currently two north-south orientated primary arterial vehicular routes through Maylands. Whilst the area is currently dominated by vehicular traffic, associated infrastructure, and private accesses, the fully connected adopted network can be considered relatively limited.

The long-term proposed traffic management plan for Maylands, illustrated in the lower figure on the following page, is reflective of known proposals and is supplemented by additional interventions.

A summary of the proposed traffic management interventions is as follows:

**1. Hemel Garden Community Sustainable Transport Corridor** – a route through HGC will include a sustainable transport corridor for active and sustainable travel as well as local access for cars, but not as a through route, so the level of vehicular traffic along this route is likely to be low.

**2. Removal of roundabout as part of Project Breakspear** – replacement of the existing Breakspear roundabout with traffic signals, which will cater better to the existing and expected future flows.

**3. M1 Junction 8 improvements and new overbridge as part of Project Breakspear** – a new bridge over the M1,

providing Maylands and the planned growth area with direct access to the M1 southbound, without the need to pass through Breakspear junction. Further work will be required to establish the need, business case, funding, phasing, and deliverability.

**4. Downgrade southern end of Buncefield Lane for access only with modal filter** – as there are existing width constraints at the southern end of Buncefield Lane and more appropriate routes for vehicle traffic to join the A414 (via Green Lane), it is proposed to implement a modal filter to downgrade the southern end of Buncefield Lane to be access only.

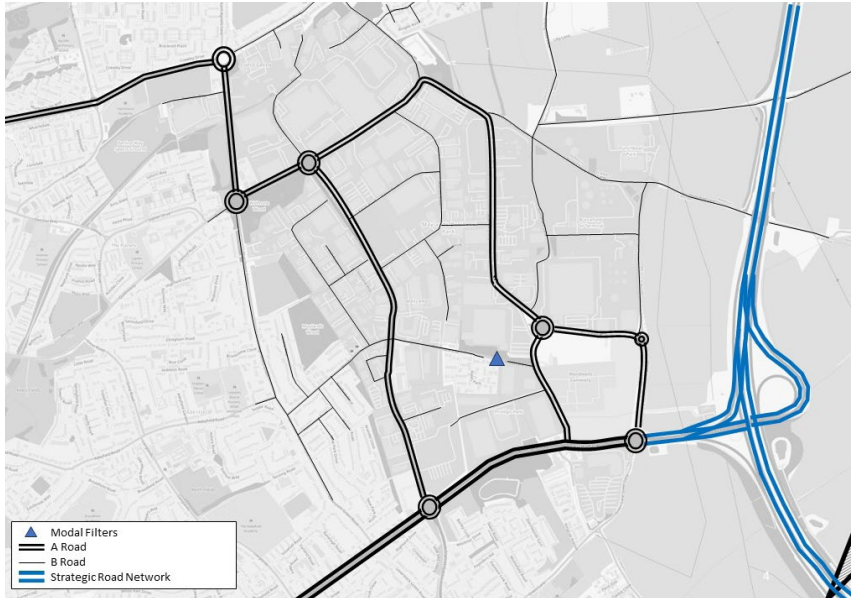
**5. Implementation of modal filter on Boundary Way** – this would promote vehicular traffic along the arterial roads through Maylands and provide better walking and cycling environments within the Business Park

**6. Implementation of modal filters on Buncefield Lane and Cherry Tree Lane** – this is in line with HCC proposed Quietway route.

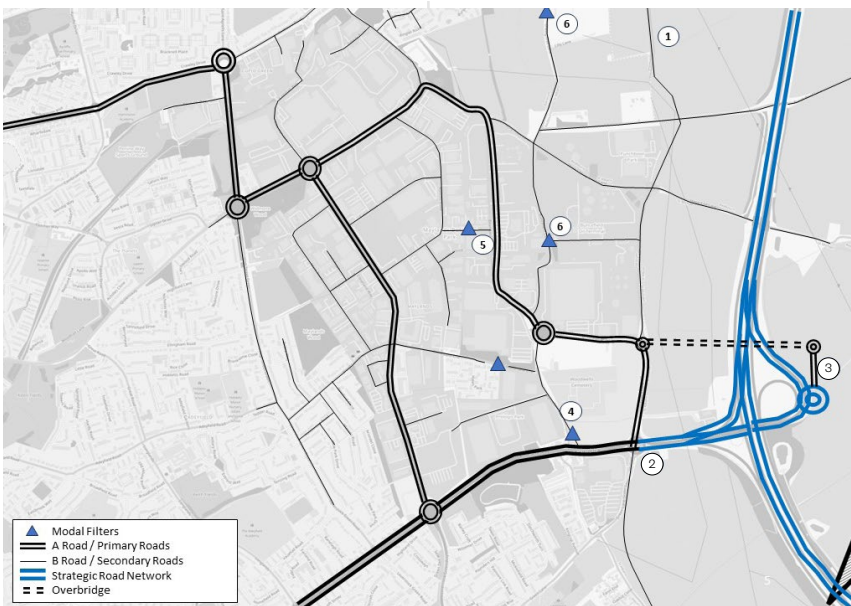
In addition to the changes to traffic management, the consolidation of car parking to provide shared parking stock should be explored. This has efficiency benefits but importantly helps to provide increased space for redevelopment, public realm and landscaping in areas currently dominated by the storage of cars.

This report does not prescribe mechanisms for delivering this ambition given the likely complexities around leases,

planning permissions and ownerships. However, as a long-term aim to deliver a more human focussed Business Park, collaboration that enables the efficient use of car parking stock should be considered further.



Existing Traffic Management at Maylands



Proposed Traffic Management at Maylands

# Movement, Transport and Infrastructure

### Active Travel Provision

The proposed active travel approach at the Business Park will promote walking, cycling and wheeling in accordance with best practice guidance.

In the WSP report 'Hemel Garden Communities Potential Modal Shift' (November 2023), Maylands is identified as a key area to target investment in walking and cycling infrastructure.

Safe, connected, and accessible walking routes are an essential part of any access and movement strategy. Critically, walking makes up the first and final part of every journey and therefore must be planned for in this context.

The existing active travel provision at Maylands is illustrated in the top figure on the following page.

The existing active travel links at Maylands are limited and fragmented, with large extents of the Business Park disconnected with no dedicated links. Even when there are links, existing active travel provision is often poorly maintained, with many public footpaths within Maylands being largely inaccessible due to poor maintenance (e.g., uneven surfacing and overgrown vegetation).

The proposed approach to active travel at Maylands sees a focus on delivery a network within, to and from the Business Park. The identification of missing links, improvements to existing links and reproposing through traffic management sits centrally to this proposed access and movement

strategy. This has been derived with awareness of the local active travel network outlined in the 2050 Transport Vision and Strategy for HGC.

The proposed active travel approach will be enhanced through the provision of high quality cycle parking and bike hire facilities. Secure, cycle parking with good natural surveillance will promote help facilitate uptake. Future cycle parking standards for the Business Park, including e-bicycles, will be need to be set at a level which matches the HGC modal shift aspirations.

A summary of the proposed active travel measures and interventions is as follows:

- 1. Quietways supported by modal filters** – Punchbowl Lane and Hogg End Lane are both rural lanes, with low levels of traffic already.
- 2. Possible Modal Filter on Boundary Way at Convergence of PROW** – this would support walking, cycling and public transport and assignment of traffic to primary roads.
- 3. Improvement to missing section of Nickey Line** – would help to create a continuous link between Hemel Hempstead town centre and Harpenden. Proposed improvements would be aligned with the 'Nickey Line Strategy and Feasibility Study', which will be undertaken as part of the HGC Vision and Strategy.
- 4. Enhancement of Eastman Way** – would provide a connection between the Nickey Line and existing shared user path on Swallowdale Lane.

### 5. Queensway Improvements

– Queensway has wide verges, providing the opportunity to improve active travel links to Maylands.

### 6. Modal Filter on Buncefield Lane to create Quietway

– forms part of HCC's Quietway proposals for Buncefield Lane.

### 7. Swallowdale Lane improvements

– an important connection through Maylands. Opportunity to improve active travel along this route.

### 8. Project Breakspear non-motorised user Bridge over A414

– would form part of a traffic free, north-south strategic walking and cycling route.

### 9. Ellingham Road Enhancement Scheme

– is a residential road so is relatively lightly trafficked but provides the opportunity to enhance active travel connections to Maylands through tying into existing connections.

### 10. PROW extension

– could potentially run between the A414 and Three Cherry Trees Lane to provide a north-south active travel connection through Maylands.

### 11. Wood Lane End enhancement supported by existing modal filter

– opportunity for additional improvements such as reduced radii at junctions and raised table crossings to prioritise active travel.

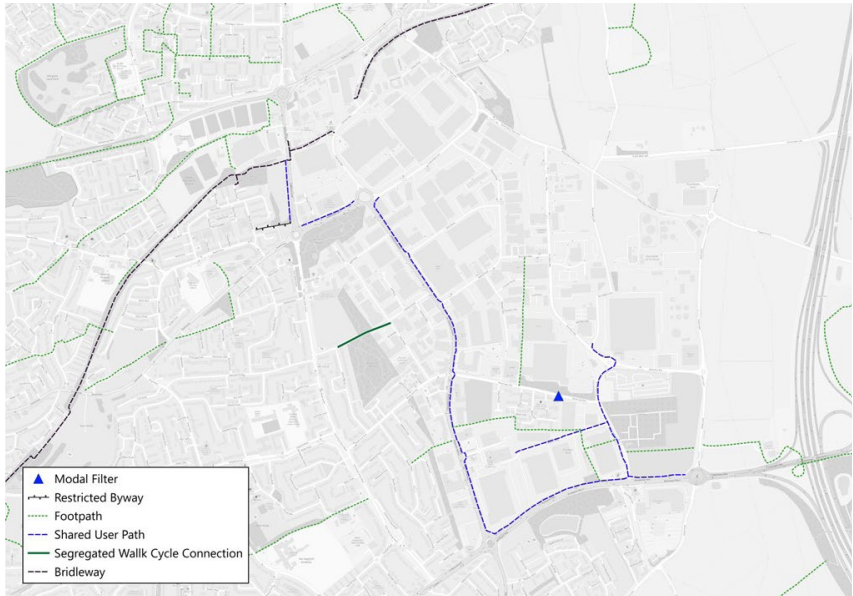
### 12. Junction works on Maylands Avenue

– this would support an east-west cycling and pedestrian route through Maylands.

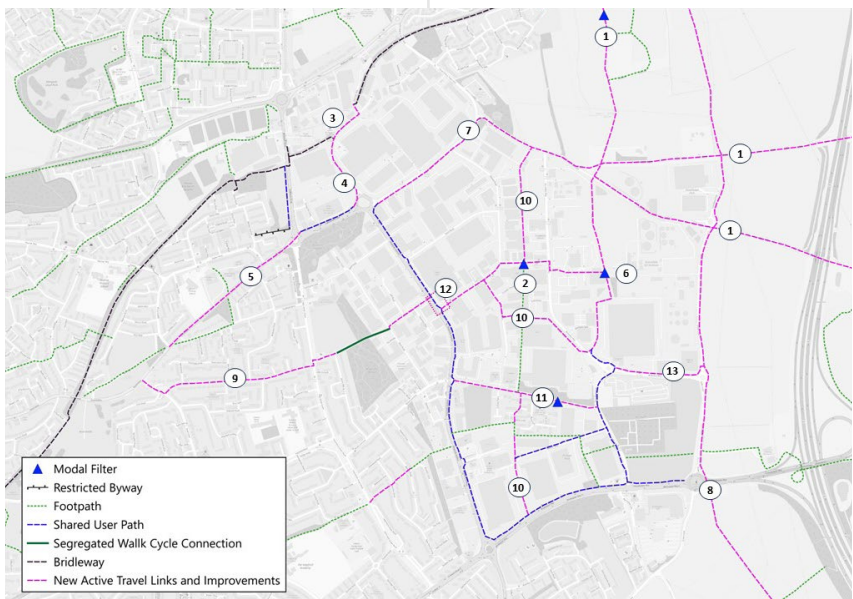
### 13. Shared User Path as part of plot development

– redevelopment of Maylands Gateway provides the opportunity to provide an east-west shared user path

between Green Lane and the existing shared user path on Buncefield Lane.



Existing Active Travel Provision at Maylands



Proposed Active Travel Provision at Maylands



# Movement, Transport and Infrastructure

## Public Transport Provision & Shared Mobility

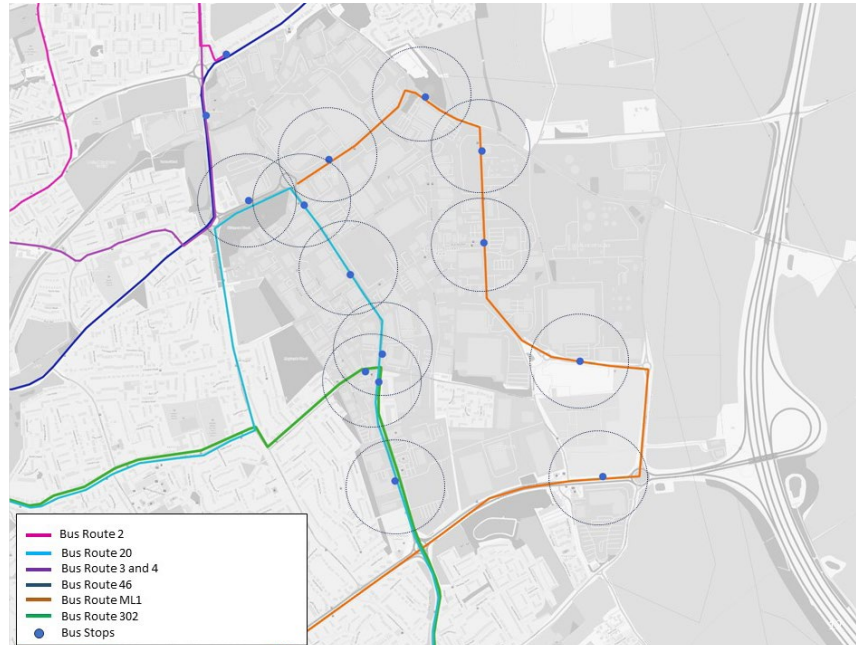
As identified in the WSP HGC modal shift report, public transport, particularly buses in the case of Maylands, has the potential to form an important part of this access and movement strategy and can assist in replacing private car trips on the network.

An overview of the existing bus network at Maylands is shown in the adjacent figure.

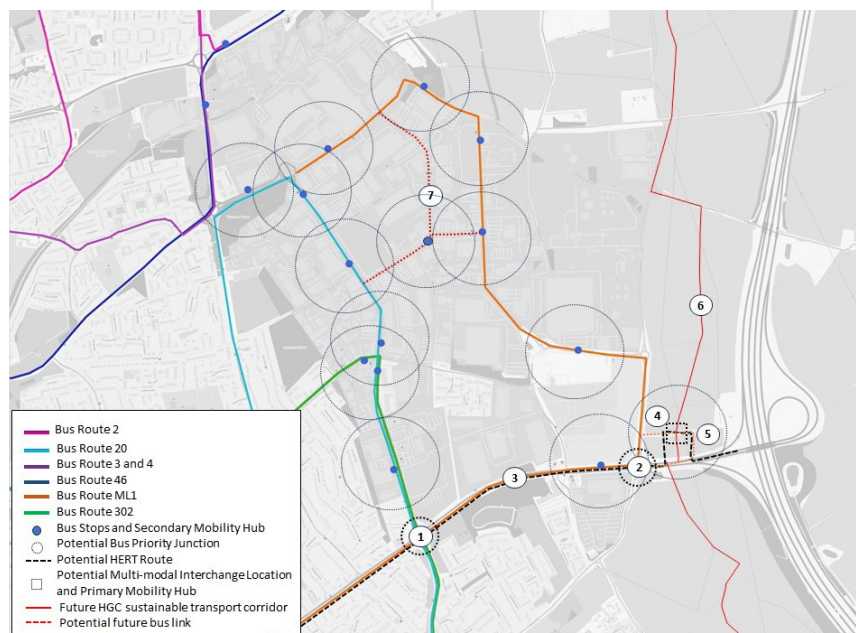
At present, buses have no priority over the private car within Maylands. Whilst multiple bus services and routes operate at Maylands, there are also large areas of Maylands that feel disconnected from these routes. To support longer term sustainable growth at Maylands, public transport must be provided wherever possible with a competitive advantage over private car based travel. Additionally, the A414 is a known congestion hot spot at peak times and impacts Maylands when traffic queues to join the A414 at Maylands Avenue and Green Lane.

Poor public transport connections to London in particular make it more difficult to attract higher value professional services businesses to Maylands compared with other towns in the region.

The overarching approach to bus provision will be at a more detailed scale where priority at junctions can be looked to be engineered. The assumptions that a new Rapid Transit system (e.g. HERT) and that a new multi-



Existing Bus Network at Maylands



Proposed Bus Network at Maylands

modal interchange is delivered is also central to thinking which aligns with the sustainable travel potential identified in the WSP HGC modal shift report which identified Maylands as an area for a mobility hub and to consider bus priority. Additional east west

connectivity is also sought to increase coverage and provide priority through modal filters. how this is achieved will always be subject to detailed design and capacity studies which will be needed to appreciate where on the network but priority can

be provided without significant impact on the reliability and capacity of the network for other users.

The proposed bus network is illustrated in the figure on the previous page.

### **A summary of the proposed interventions is as follows:**

- 1. Potential bus priority at Maylands Avenue / A414 junction** – would be developed through liaison with HCC but would provide priority for buses at a known congestion hotspot during the network peak hours.
- 2. Potential bus priority at Green Lane / A414 junction** – would be developed through liaison with HCC but would provide priority for buses at a known congestion hotspot during the network peak hours.
- 3. Potential rapid transit route along A414** – opportunity to provide a dedicated bus lane in each direction to provide journey time savings for shared mobility services over the private car. this will be subject of HCC's further development of the HERT proposal. Growth at Maylands cannot be predicated on the continued growth in car trips and therefore proposals, subject to understanding the detail, that encourage substantial modal shift to public transport due designing in a competitive advantage over private car traffic must be supported.
- 4. Potential diversion to divert bus route ML1 past potential multi-modal interchange** – would involve a relatively small diversion of an existing route which should be explored when this land comes forward for development.
- 5. Potential multi-modal interchange location** – a mobility hub would allow an interchange between sustainable modes to undertaken last mile journeys by sustainable modes (e.g. cycling or e-scooter).

**6. Future bus route along HGC Sustainable Transport Corridor** – this is expected to be for local car access only and so would be lighted trafficked, providing the opportunity for bus service that could present journey time savings over the private car. Route could tie into a potential mobility hub.

**7. Future bus links along Maxted Road / Boundary Way** – buses currently serve the perimeter of Maylands but there is opportunity for better uptake if they serve more central areas as well.

A primary mobility hub could be provided on or close to the confluence of the A414 and the Sustainable Transport Corridor. The design would be around a large public transport hub to allow 'first & last mile' connectivity.

COMO UK Guidance states that: Mobility hubs are highly

visible, safe, and accessible spaces where public, shared and active travel modes are co-located alongside improvements to public realm, along with community facilities where relevant. The redesign and reallocation of space away from the private car enhances the experience for travellers and creates a more pleasant environment for everyone.

The mobility hub would be designed and spatially organised to facilitate access to and transport between modes, including human-powered and shared modes, as well as provide extra transport-related and digital services. In this location it will provide a recognisable network of defined areas providing services to connect people through sustainable travel and the public realm. An illustrative example of a primary scale mobility hub is shown below.



Mobility hub example

# Movement, Transport and Infrastructure

### Summary

The transport related aspects of the Maylands Masterplan Plus seeks to implement a 'Vision and Validate' approach whereby the masterplan will enable a growth in floorspace but without a corresponding growth in car trips. This will be achieved through implementing a modal shift across the Business Park and wider town. This is consistent with modal shift identified for the HGV 2050 Transport Vision and Strategy, which outlines a proposed target of 40% of trips to / from Hemel Hempstead to be undertaken by more sustainable modes. If Maylands' were to follow this pattern, car driver trips could be expected to reduce from 79% to 60% overtime.

The Masterplan has identified an Access and Movement Strategy to help implement the Vision which is also considered integral to the successful implementation of sustainable travel behaviours in surrounding areas given the scale and importance of Maylands in a Hemel context. This includes:

- Traffic Management and Organisation
- Active Travel Provision; and
- Public Transport and Shared Mobility Provision.

Relating to this strategy, Design Codes have been developed for the different character and employment areas within Maylands. These Codes provide an indication of infrastructure typology is key areas of the masterplan. Whilst illustrative, these infrastructure design responses should be strived for as part of any subsequent planning process.

An Immediate Opportunities Plan has also been developed to identify sites able to be redeveloped in a shorter period of time. Relating to these sites are specific infrastructure improvements which if delivered would contribute to the strategic network proposed in the masterplan.





19,556 sq ft high quality  
detached industrial unit  
**TO LET**

**UNDER REFURBISHMENT  
AVAILABLE Q4 2023**

**bf.**  
01442 263033  
brasierfreeth.com

Claire Madden  
t: 07540 107 824  
Claire.Madden@brasierfreeth.com

Tim Howlings  
t: 07702 884 402  
Tim.Howlings@brasierfreeth.com



# Economic and Business Sector



# Economic and Business Sector Strategy

## Introduction

This section sets out:

- The current position in terms of the economic role of Maylands
- Future opportunities to form an economic strategy for the area

It should be noted that further detail in terms of the current economic base, property market and future trends is set out in Appendix C.

### The current position

Maylands is by far the predominant economic cluster of activity within Hemel Hempstead and plays a significant role in the broader sub-regional economy. For example, CoStar data illustrates that there is approximately 9.4 million sqft of industrial space in Dacorum of which c. 6.65 million sqft lies within Maylands. In terms of offices, Maylands is home to 1.4 million sq ft of office space (42% of the total office floorspace in Dacorum).

Within these overall floorspace quanta, occupiers in the industrial and logistics sectors in Maylands include the following:

Tenant	Address	Occupied (sqft)	Use
Gist Limited	Three Cherry Trees Lane	453,289	Distribution
Royal Mail	G Park, Mistral 260	262,513	Distribution
Robert Dyas	527 Maxted Road	50,000	Warehouse
Next	Next Dist. Centre, Eastman Way	170,981	Distribution
Vitabiotics	Prologis Park	168,873	Distribution
Cormar Carpets	3 Boundary Way	1,412	Distribution
Henkel (Beauty Products etc.)	Technologies House, Wood Lane End	109,135	Warehouse
Sopra Steria Limited	Three Cherry Trees Lane	137,728	Light Manufacturing
66 Books Limited	2 Eastman Way	41,292	Distribution

Flexible office accommodation is also an important component and includes:

- Dacorum Borough Council opened FlexiDesx at Maylands Business Centre in August 2021. This is a relatively small scheme, offering ten desks that can be rented either by the hour, daily or weekly. There are 15 office units in the Business Centre of which one was vacant in May 2024.
- Dacorum Borough Council also run Kylna Business Centre, which contains a further eight serviced offices and which was designed with the intention of providing follow-on space for businesses moving out of Maylands Business Centre. One of these office units was vacant as at May 2024.
- Spaces runs a flexible office of c. 25,000 sqft in The Maylands Building: This newly refurbished office building offers a range of facilities, including 93 private offices of flexible sizes, 47 desks in open plan working areas, four conference meeting rooms and lounge areas. The building also has facilities including a café, underground parking (155 spaces) and bike storage, and on-site showers. This offering is a letting within a larger building that is also occupied on conventional leases.
- HQ at Innovation House is located on Mark Road in the Study Area. This property is c. 10,000 sqft of office space held on a short term lease to Regus, and we understand this is in effect a meanwhile use, with vacant possession available with short notice if required by a purchaser.
- Breakspear Park is a 221,000 sqft building situated just outside the southern boundary of

the Study Area. It was refurbished in 2016 and is predominantly let on conventional leases to various businesses predominantly in the medical sector.

The building has 50 parking spaces for all offices combined. Regus holds a lease of c. 11,000 sqft on the ground floor of the building which is segmented into desk space, small offices and breakout areas.

- BizSpace Hemel Hempstead: The sole tenant within the 49,000 sqft IMEX building, BizSpace has c. 27,500 sqft of space over ground – third floor. This property offers offices ranging in size from 90 sqft to 7,000 sqft on a flexible basis, in addition to larger service office basis, in addition to meeting rooms that are available to hire for occupiers and one-off users. The property was renovated in 2011.

Beyond the above activities, Maylands is also home to a diverse range of economic functions including:

- The Buncefield Oil Terminal – a strategic function as part of the UK's oil supply infrastructure, supplying activities such as Gatwick and Heathrow airports with aviation fuel
- Retail, including high street retail and food and beverage at the Heart of Maylands and trade counter activities
- Data centres - NTT has three existing facilities at Maylands, with a further facility currently being constructed at Prologis Park



# Economic and Business Sector Strategy

## Property Market

### Economic Context

The broad long term story for the UK's economy has been one of persistent stagnation. However, the UK economy has in recent months gained some positive momentum, with the economic outlook more positive for the rest of 2024 and beyond.

The Bank of England recently cut interest rates by 25 basis points to 5%, with at least one more cut expected this year. Inflation rose by less than expected in July to 2.2%, while wage growth also slowed, giving the Bank more flexibility to potentially cut rates further in the coming months.

According to initial estimates released by the Office for National Statistics, gross domestic product expanded by 0.6% in the second quarter of 2024, a similar outturn to the 0.7% growth recorded in the first quarter.

Growth was driven by the UK's dominant services sector, which expanded by 0.8%. This was fuelled by a strong performance by professional, scientific and technical activities, where output jumped by 2.5%, and by information and communication, at 1.5%.

Strong service sector growth helped mask a weaker performance in the production and construction sectors, where output dropped by 0.1% in each during Q2 of 2024. However, the monthly figures do indicate some growth in these sectors in June, which should provide some momentum heading into the second half of the year.

Boosting economic growth has

been the key message of the Labour government's opening weeks in power, with new housebuilding targets introduced as part of a raft of measures to turbocharge growth.

Oxford Economics has consistently revised its gross domestic product forecast upward during 2024 to reflect growing momentum. Its latest forecasts, published in mid-July, show gross domestic product expanding by 1.1% in 2024, up from 0.9% predicted a month earlier, with growth accelerating to 2% in 2025. In tandem with falling interest rates, this should pave the way for the long-awaited rebound in commercial property deal activity from the latter part of this year and into 2025.

More locally, Hertfordshire has a dynamic economy driven by the professional and business services sector that benefits from its proximity and relatively strong connectivity to London. Many national and international companies have headquarters in the county, including a host of well-known retailers including Tesco, TK Maxx and Currys PLC. The county is relatively diverse by sector, with wholesale & retail trade, real estate activities, manufacturing and information and communication all generating between 9% and 13% of the county's annual GVA. The public sector accounts for a smaller share of GVA and employment compared to the UK average.

Hertfordshire's economy has grown at a faster rate than the national average, driven by the aforementioned diversity of its businesses, alongside its popularity with fast-growing

tech and business services firms. Whilst Hertfordshire's post-coronavirus recovery has outpaced the national average, the county has not been immune to the wider UK's economic headwinds described above, although Oxford Economics expects Hertfordshire's GVA to grow by 1.7% in 2024 after remaining flat for 2023.

The county has outperformed the national average in terms of employment growth, and its population is expanding at a faster rate than the UK average (Oxford Economics "OE" Data), and is expected to continue outperforming the national average at 0.8% pa over the next three years compared to 0.5% pa UK-wide. Hertfordshire's unemployment rate should remain below the UK average in the coming years (OE Data).

Within this broader context, the property market at Maylands displays distinct characteristics across different sectors, which are set out below.

### Maylands Office Market

The office vacancy rate in Dacorum has – as with the wider County area – risen significantly over the twelve months prior to June 2024, and at 11.3%, is at its highest rate in more than five years. As delivery of new space has been virtually non-existent recently, the vast majority of this rise in vacancy rates has been caused by occupiers vacating units at a faster rate than new occupiers can be obtained: this aligns with net absorption figures, which were at a negative for Dacorum as a whole of 91,000 sqft in 2023. Much of this negative absorption (c.

79,600 sqft) was located within Maylands, where the vacancy rate is significantly higher than both Dacorum or Hertfordshire's average at 16.3%, or c. 232,000 sqft of vacant office space in total.

A significant amount of this vacant space was within three large office buildings: 55 Maylands Avenue, Hemel One, and the Peoplebuilding.

We understand that, in addition to 55 Maylands Avenue, which has now been demolished, Hemel One is now subject to a pre-application scheme for redevelopment, and the Peoplebuilding has been earmarked as a repurposing opportunity.

Whilst this would remove much of the stock contributing to the high vacancy rates, it does little to address the underlying issues that have caused these large - and in some cases - highly specified buildings to remain vacant, meaning occupier demand would likely remain subdued.

There are no supply-side pressures on vacancy or rent in the near term in Dacorum, as there is nothing under construction in the Borough; in fact, its inventory has contracted in the past 10 years, as demolition activity has outpaced new construction. There have been two planning applications submitted in since 2020 pertaining to office space development, although it is our understanding that neither of these have moved beyond the application stage.

Prevailing rents in Maylands currently sit some way short of £30 psf for the best space, and this plus limited occupier interest leads to long voids and partially occupied buildings. This combination of factors makes it increasingly difficult to deliver new office space to the market, and owners are more regularly

finding that this landscape makes even refurbishment of existing buildings challenging.

Maylands is generally not perceived as an office location by the occupier market, meaning there is very little demand for the existing space that is available. A key concern for the Study Area regarding the future viability of office space is the lack of public transport connectivity: agents cite issues with poor public transport and amenities which have limited the amount of demand in the area. Poor public transport connections to London in particular make it more difficult to attract higher value professional services businesses to Maylands compared with other towns in the region.

### **Maylands Industrial & Logistics Market**

Dacorum's connectivity to the North, the Midlands and London via the M1 motorway and Hertfordshire's relatively affluent and growing population have helped drive demand for logistics space in recent years. As with the wider Hertfordshire market, the Dacorum area has displayed very strong fundamentals post-coronavirus pandemic. Rents have grown by 9.3% in the last 12 months, in excess of the average annual change of 7.1% for the area in the past decade, and with vacancy rates of 1.7%, there is little room for vacancies to reduce further.

Whilst the market has slowed slightly recently, the combination of very tight vacancy rates, strong rents, and the lack of available new space or space in the development pipeline, means there remains market appetite for development of new industrial space at scale in Maylands.

We expect there to be significant demand for mid to large-box units of 50,000 sqft upwards towards 250,000 sqft; even sizes as large as 500,000 sqft for logistics would appeal to the

market, albeit not to the same extent as the smaller sizes. The reason for this is partially linked to geography: the largest logistics providers with the largest space requirements will see a significant capital cost saving by being in the midlands with similar strategic road network access at lower rents, whereas smaller "last mile" type businesses and those that prioritise moving goods quickly into London, and therefore do not need as much storage space, will prioritise being in the appropriate geography and reduce capital costs by taking smaller units.

These urban logistics solutions are increasingly emphasizing shorter distances (in drive time) between warehouses and inner city delivery points (i.e. customer, parcel depot, and store). Whereas traditional logistics would be located out of town with access to the national road network and onwards to overseas distribution hubs (airports, docks), last mile – as the final step in the supply chain from a distribution centre to the end user – has different requirements, including:

- Situated on the edge of a town/city to reach delivery destination within an hour
- Good access to national (for goods in) and local (for delivery) road networks
- Sizes of between 30,000 – 50,000 sq ft

Much of the region's impressive performance in the industrial sector can be attributed to these distribution and last mile uses, and it is our view that if planning permitted delivery of appropriate space for these uses, there would continue to be strong demand from occupiers.

# Economic and Business Sector Strategy

## Future Opportunities

### Policy Drivers

The direction set by a range of policy documents points towards the Maylands of the future being home to a broader range of higher value economic activities. A detailed summary of policy is set out in Appendix C, but in summary relevant policy documents include:

The **Hemel Garden Communities Spatial Vision** (2020) proposes that the area will be based around a self-sustaining green economy, with employment diversified by growth in companies specialising in built environment technologies, with a focus on the agricultural and construction sectors. The document envisages the East of Maylands site – within the Herts IQ boundary – as being capable of providing an additional 8,000 jobs. Additionally, “Pillar 3” of the document – “A Self Sustaining Economy” – contends that in order for Maylands to thrive it is necessary for the commercial offer to diversify, providing public and social facilities.

### Dacorum Local Plan Emerging Strategy 2020

– **2038.** Policy SP5 – Delivering the Employment Strategy states that over the Local Plan period the Council will seek to grow and develop Dacorum’s economy by capitalising upon the Borough’s proximity to the M25 and M1 motorways, London, and the wider Herts IQ. The strategy for supporting economic needs will be delivered by:

- The continued development of Hemel Hempstead as an important economic centre for the Borough.
- Supporting the knowledge-based economy, including the development of green technological businesses at Maylands Gateway close to M1 Junction 8 in the Hertfordshire Innovation Quarter Enterprise Zone.
- Attracting new businesses, encouraging business start-ups and assisting businesses to grow, particularly on Employment Growth Areas, where provision for small and medium sized businesses will be required.
- Planning to meet the following indicative floorspace figures:
  - i. Offices: no net loss of space from 2025 onwards.
  - ii. Industrial: net floorspace increase of 116,500 sqm between 2018 and 2036
- Supporting the expansion of Maylands Business Park onto the East Hemel Hempstead site in St Albans City and District,

to accommodate Dacorum’s unmet need for office and industrial floorspace.

- Retaining and developing existing employment sites that meet longer term needs for a wide range of office and industrial uses, and releasing sites that do not meet future requirements.

It should be noted that the new Dacorum Local Plan is still at an early stage (Regulation 18) and only limited weight can be given to the Emerging Strategy consultation document (November 2020).

### St Albans Draft Local Plan 2041 – Regulation 18 Public Consultation (July 2023).

- Policy LG2 makes provision for employment within an expanded Maylands Business Park, with the Hertfordshire Innovation Quarter leading the way for new employment opportunities. This includes the stated aim of creating 8,000 jobs in Maylands, and a further 2,000 jobs enabled through the growth of Hemel Hempstead. All development must be planned in accordance with the HGC Spatial Vision, HGC Charter and HGC Place Principles (Policy LG3).
- Appendix 1 of the Draft Local Plan establishes a clear position for “Site H3”, as the Crown Estate land at East Hemel Hempstead is referred to in the document. The land will be used to provide a major urban extension of Hemel Hempstead that provides a major new Enviro-Tech focused employment location, including high-quality offices, research and development, light industrial and logistics, and the first phase of employment development will provide an innovation hub prioritising space for start-up units in high quality buildings and grow on space for small businesses. Ancillary uses will be supported where they meet the needs of businesses. An overconcentration of low employment generating logistics uses will not be permitted. The breakdown of the site’s uses is as follows:
  - The southern approximately 17 Hectares of the site will promote high density employment uses to deliver a Business, Research and Development Park.
  - The remaining approximately 38 Hectares to the north of the site will promote uses such as logistics and mixed industrial areas.

# Economic and Business Sector Strategy

## Economic Forecasts

The Draft South West Hertfordshire Economic Study sets out a range of scenarios for future office, industrial and storage and distribution requirements. Over the period 2021-2041 requirements for the sub-region include:

- For offices, in most scenarios a significant proportion of demand can be met through the existing supply of vacant/available office space and unimplemented planning permissions, meaning additional land would not be required.
- Industrial space requirements of 110,200 sqm, or 27.6 ha of land.
- storage and distribution space requirements ranging from 4,000 sq m to 568,000 sq m. The land requirements range from 1 Ha to 142 Ha.

How this need is apportioned across the sub-region will depend on a range of factors, including the availability of sites which meet occupier requirements. In relation to the study area for the Maylands Masterplan Plus, the Hatch report notes that:

### Maylands Business Park

- The site is a very large and well-established business park close to the M1.
- most of the site is now built out, and the only greenfield development land in Dacorum (i.e. at Spencer's Park Phase 2) already has planning permission, so is now classed as a commitment.

### East Hemel Hempstead Central

- The site is a very large site adjacent to Maylands Business Park
- land available for development: 52.7 Ha.
- the site is located in the Herts IQ Enterprise Zone and forms part of the Hemel Garden Communities (HGC) programme
- it is a relatively flat site, close to the M1 junction and is therefore attractive for a mix of uses, but particularly strategic distribution
- a range of stakeholders, including SADC, Hertfordshire Futures (Formerly the Hertfordshire LEP) and HGC have expressed a desire to avoid overconcentration of strategic distribution uses, and have identified potential for office, R&D and light industrial development with the intention of attracting Herts IQ's target occupiers. These include a number of high value sectors such as sustainable construction, agri-tech and environmental technology. Policy SP5 in St Albans

Draft Local Plan states that this will provide for "a range of uses including offices, research and development, light industrial and distribution, with 10% of any new development or redevelopment required to contain units for Small Medium Enterprises and expansion/ Grow-On units". The exact split between these uses has not yet been determined.

- the site was reviewed as part of the 2019 study, which found that there would be limited demand for offices at this location because of the area's poor public transport connections and industrial character. Since then, there has been a large fall in demand for offices across South West Herts leading to an over-supply of office space. Nevertheless, given the strategic importance of the sector, importance for SW Hertfordshire and the lack of alternative sites, East Hemel Central should prioritise higher skilled jobs and learning opportunities in Herts IQ as well as promoting development and job creation that supports learning, enterprise, innovation and skills diversification.
- There could be demand for a small science park, providing grow-on space for businesses from the agri-tech sector. The site is located close to the Rothamsted Campus which acts as an incubator for small businesses in the agri-tech sector but has limited capacity to provide grow on space when these businesses reach a certain size. Consultees from Rothamsted identified the East Hemel Hempstead Central site as a suitable location to deliver this. Further work would be needed to assess the viability of these proposals, which could require intervention by the public sector.



# Economic and Business Sector Strategy

## Property Market Implications

Given the gap between current market performance and future policy aspirations, to understand potential future economic opportunities for Maylands, we have sought to combine an assessment of short and long term factors (current and longer term potential demand, current and projected supply and fit with policy).

These considerations are set out in the table on the following page:

Property Type	Use Class	Occupier Types (By Economic Sector)	Potential demand (Short, Medium, Long term)	Current Supply in sqft (vacant)	Development Pipeline in sqft	Planning Pipeline in sqft (Allocations)	Fit With Planning Policy	Comments
Office	E	Financial & Business Services, IT, Software & Computer Services, Life Sciences, Envirotech/Green Technology, Agri-Tech, Film & TV, Healthcare.	Medium/ Long Term	1,237,363 (126,989)	0	17,550 (532,000)	Good fit with planning policy	Short term demand for office at scale is likely to be suppressed by the lack of quality space, and the difficulty in viably delivering such space. Our view is that this is unlikely to be deliverable without infrastructure, placemaking and transport investment.
Distribution	B8	IT, Software & Computer Services, Life Sciences, Envirotech/Green Technology, Agri-Tech, Third-party logistics, Retail, Film & TV.	Short Term	2,674,870 (1,412)	0	452,550 (258,000)	Variable fit – some sites are appropriate for B8, and others explicitly seek to restrict this use.	Majority of the short term demand generated by retailers/ Third Party Logistics Operators.  Demand will include Last Mile providers seeking to access North West London, and longer term the increased population within nearby residential development linked to the garden town designation.

Property Type	Use Class	Occupier Types (By Economic Sector)	Potential demand (Short, Medium, Long term)	Current Supply in sqft (vacant)	Development Pipeline in sqft	Planning Pipeline in sqft (Allocations)	Fit With Planning Policy	Comments
Industrial (Manufacturing)	B2	Life Sciences, Advanced Engineering & Manufacturing, Life Sciences, Envirotech/ Green Technology, Agri-Tech, Smart Construction.	Short-Medium Term	6,650,097 (100,086)	0	390,250 (258,000)	As with B8, a variable fit, but more likely to be acceptable in planning terms, particularly where the manufacturing is high-tech.	Majority of the demand will be generated short term by "dirtier" industries, such as engineering & manufacturing sector. There is however potential for manufacturing in other sectors in the future as sectors grow and the quality of Maylands increases.
Light Industrial	B2/ E	IT, Software & Computer Services, Life Sciences, Advanced Engineering & Manufacturing, Life Sciences, Envirotech/ Green Technology, Agri-Tech, Film & TV.	Medium Term	386,186 (23,053)	0	390,250 (258,000)	Variable fit, permissible in some parts of the park.	Medium term demand will be driven by conventional light industrial occupiers such as small manufacturing businesses.

Property Type	Use Class	Occupier Types (By Economic Sector)	Potential demand (Short, Medium, Long term)	Current Supply in sqft (vacant)	Development Pipeline in sqft	Planning Pipeline in sqft (Allocations)	Fit With Planning Policy	Comments
R&D Space	E	Life Sciences, Advanced Engineering & Manufacturing, Life Sciences, Envirotech/ Green Technology, Agri-Tech.	Long Term	82,476 (20,593)	0	0	Good fit with planning policy	In effect a sub-class of office or light industrial space but with different fitouts bespoke to the occupier. This sector requires presence of research institutions (or similar) around which related businesses can cluster to be delivered at scale.
Retail	E	Retail, Leisure.	Medium Term	26,726 0	0	50,000 (0)	Broadly Acceptable in the park, subject to the type of retail and its relationship with the nearby uses and the town centre.	As Maylands grows as a business location this will help to generate limited demand from occupiers for appropriately sized units focussed on the Heart of Maylands Local Centre and Green Lane Square.  There is a possible opportunity for out of town retail in certain locations within the park – namely those with visibility and access from the strategic road network. However, larger scale retail uses do not fit with current planning policy.



Property Type	Use Class	Occupier Types (By Economic Sector)	Potential demand (Short, Medium, Long term)	Current Supply in sqft (vacant)	Development Pipeline in sqft	Planning Pipeline in sqft (Allocations)	Fit With Planning Policy	Comments
Data Centres	B2/ Sui Gen- eris	Data Centre	Short Term	39.9 MW	Unknown Power Output, but will occupy 254,971 sqft	0	Similar to B8, however could be justifiable on some of the sites restricted to B8 on the basis of its capacity to create "high quality jobs"	Short term demand will be subject to factors including plot size available for data centre use, and most importantly available power: the latter will require a minimum of 20 and a maximum of upwards of 250 MW of power. Availability of this power will effectively prove to be the dealbreaker regarding how quickly such a space can come on stream.

# Economic and Business Sector Strategy

## Property Market Implications

The implications of this analysis for the future development of Maylands are that:

- Shorter term site development is likely to be focussed on activities for which there is occupier demand at present and for the near future. This will be concentrated on logistics, data centres and – to some extent – manufacturing activities
- Development that can provide for the more aspirational activities that policy is promoting is much weaker in the short term. Therefore, in general terms, these aspirations will only be achievable in the longer term and – given that the market for such uses at Maylands is currently weak – will rely on supportive macroeconomic conditions in the future and a programme of investment in Maylands to help create market demand and differentiate the site relative to competitor locations for those more aspirational uses in the future.







# Climate Change Strategy

Addressing climate change presents both challenges and opportunities for business locations such as Maylands. Whilst this section is titled “Climate Change Strategy”, given that by its very nature climate change is a cross-cutting topic, the climate change related issues in this Section should be read alongside climate change considerations in sections of this document including:

- Section 4a - Placemaking and Green Infrastructure
- Section 4b – Movement, Transport and Infrastructure
- Section 4c – Economic and Business Sector
- Appendix A – Design Code

Elements of the above sections that address Climate Change are not repeated here – instead this section covers property specific issues relating to climate change and sustainability including:

- Regulations and policy relating to climate change and property
- The current performance of buildings on Maylands from a sustainability perspective
- Best practice guidance and examples to guide future development on Maylands

## Regulations and Policy

The principal regulation regarding sustainability that the commercial property industry is required to meet is the Minimum Energy Efficiency Standards (MEES). These were introduced under Part 3 of The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015. The main way in which these standards impact upon commercial property is via Regulation 27(2)(a), which made it unlawful for landlords to grant new leases on commercial premises from 1 April 2018, if the EPC rating was below an E. At this stage existing leases were permitted to continue within such buildings.

However, as of 1 April 2023, all non-domestic private rented property must now have an EPC rating of E or above. Whilst the 2018 minimum energy standards only applied to new leases, the new minimum EPC requirements now apply to existing leases. This means that it is now illegal to let out or occupy any commercial properties below an E rating, and the fines for breaching this ruling are not insignificant: A breach lasting more than three months can trigger a fine of the higher of £10,000, or 20% of the rateable value of the property up to £150,000.

This minimum EPC rating is likely to be raised further, from E to C by 1 April 2027, and to B by April 2030, which means that within the medium and longer term almost all commercial property will need to be at a minimum refurbished to ensure it meets these standards, or where not achievable within the existing building, be completely redeveloped.

Maylands Masterplan Plus

Regarding planning policy, the National Planning Policy Framework, September 2023 (NPPF) includes a presumption in favour of sustainable development. With regards to local planning policy, we have highlighted a couple of key documents which explicitly require sustainability goals be met within Maylands:

## The Hemel Garden Communities (HGC)

**programme** seeks to deliver “attractive, sustainable new neighbourhoods”, which will be undertaken by using Garden City Principles to deliver 11,000 homes, 10,000 jobs, and innovative businesses within the Hertfordshire Innovation Quarter. The HGC Spatial Vision states that the area will house inclusive, integrated areas connected by a green network.

## The Dacorum Core Strategy (2013)

states that development supporting the transition to a low carbon economy will be particularly encouraged (CS 14) and that the overarching aim of the Plan is to secure a more sustainable pattern of development in the district, meaning factors including the following should be considered when new development is proposed:

- Protecting and enhancing the environment by conserving natural resources, reducing waste and promoting recycling, reducing pollution and emissions amongst many other aims.

### **The Dacorum Local Plan Emerging Strategy (2020 – 2038)**

further emphasises the importance of sustainable development in the Borough, stating that all development must contribute to the delivery of sustainable development objectives set out in the NPPF, that is to meet the needs of the present without compromising the ability of future generations to meet their own needs.

In terms of economic development:

- The Hertfordshire Skills and Employment Strategy (2021 – 2024) seeks to create “Europe’s most desirable, sustainable and in demand business hub operating in modern construction, Agri-tech and related digital and environmental technologies” within the Hertfordshire Innovation Quarter area, part of which is in Maylands at sites including East Hemel, Maylands Gateway, Prologis Park, Spencers Park and Maylands Avenue.
- The Hertfordshire Local Industrial Strategy (September 2019) targets a range of economic sectors that focus on sustainability and climate change, including “Sustainable Construction” and “Agri-tech”
- The HGO Spatial Vision reinforces this by stating that the Herts IQ area will drive a self-sustaining economy and pioneering green technology.

Additionally, it is anticipated that businesses will have either implemented or will implement ESG targets of their own as they respond to both market expectations and the various ESG policies that are slowly but

increasingly being introduced, such as the Financial Conduct Authority’s Sustainability Disclosure Requirements as enacted by Policy Statement PS23/16 (November 2023). Whilst this policy is specifically for financial products, it indicates a movement towards legally defining and encouraging sustainability for businesses that is likely to be applied elsewhere in the future, as Government seeks to meet various legally binding climate targets such as those within the Climate Change Act 2008 (2050 Target Amendment) Order 2019.

The St Albans C&DC Sustainability and Climate Crisis Strategy (2024-27) follows the Council declaring a Climate Emergency in 2019 and includes a list of actions covering initiatives such as working with partners to deliver projects to mitigate and adapt to climate change, support biodiversity and promote sustainability as well as ensuring that the Local Plan fully addresses these issues.

# Climate Change Strategy

## Maylands: Current Position

This subsection seeks to understand how properties on Maylands are currently performing from a sustainability perspective by examining building performance on both a site-wide and individual Character Area level. To undertake the first of these two exercises, we have extracted data from the EPC Register for Commercial Properties to understand the environmental performance of the Study Area as a whole, which is summarised in Figure 1 below.

Figure 1 demonstrates that the Study Area has a relatively small number of buildings with EPC ratings that fail current MEES standards, of F and G, at 6.5% of the total commercial stock. These buildings – with some extenuating circumstances – cannot be let or occupied until their EPC ratings are improved beyond the minimum standards.

However, as noted in the Regulations and Policy section above, the current expectation is that by April 2027 these minimum energy efficiency standards will be tightened to exclude D and E rated properties, which would impact 40.3% of all buildings within the park. Whilst there have been recent rumours as a result of the Responding to the CCC's Annual Progress Report 2020/3 Recommendations document as outlined in (1) that this April 2027 deadline will be extended or removed, it is clear that obsolescence via failure to meet environmental standards is a genuine threat to the long-term viability of Maylands if improvements are not made in

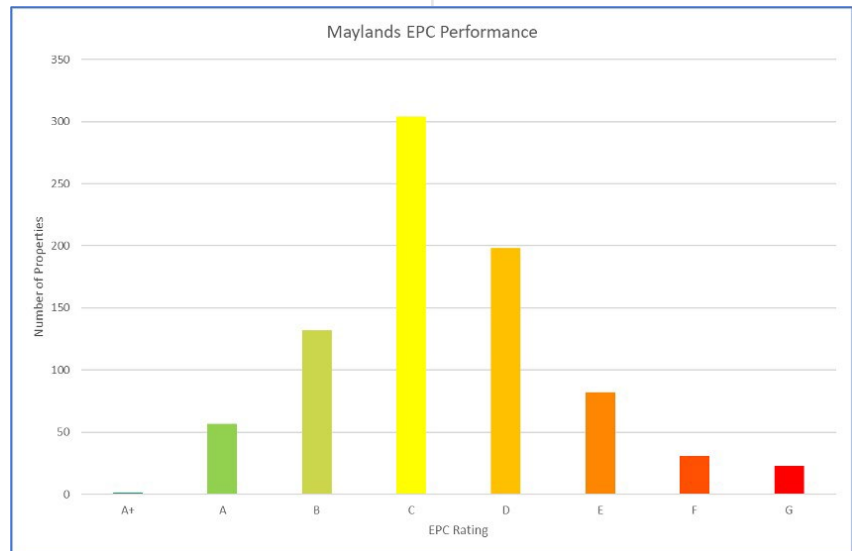


Figure 1 – Maylands EPC Performance

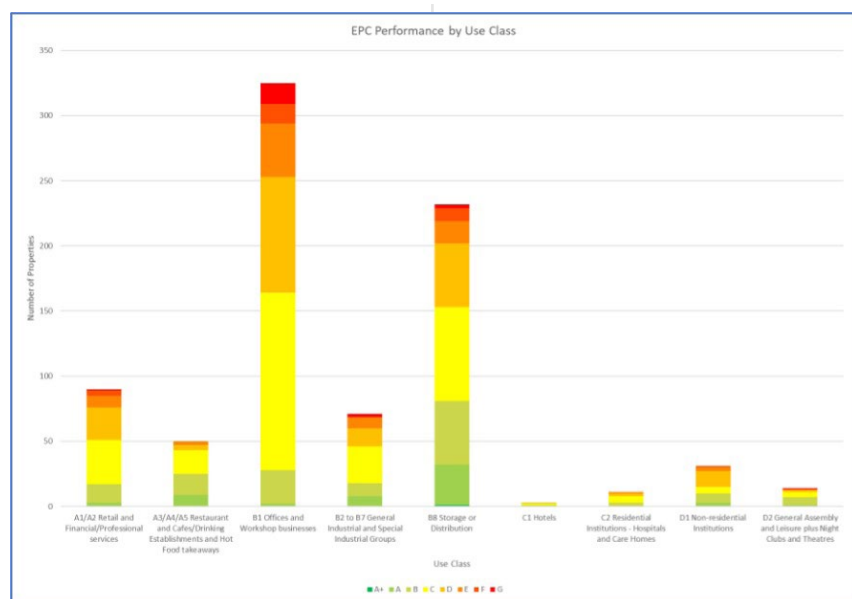


Figure 2 – EPC Performance by Use Class

the short to medium term.

We have also examined in more detail how properties within individual Use Classes at Maylands perform. Figure 2 below summarises the EPC performance by Use Class, with Figure 3 providing further granularity by presenting these same figures on a percentage of total units within that Use Class.

The office and industrial space is of particular importance as these Use Classes comprise the majority of current commercial space within Maylands. It is important to note that Figure 2 would be skewed significantly further towards these two uses (and significantly in favour of industrial away from office) as the dominant uses within Maylands if floor area was used instead of number of units.

These two uses have slightly different characteristics regarding their EPC performance statistics that align broadly with their respective overarching market/ redevelopment trends. In the case of offices, 50% of the overall provision of B1 Offices and Workshops in Maylands are not capable of meeting the 2027 MEES requirements (Figure 3). This is likely in part a function of the wider difficulties experienced by the office market within the Maylands - as the relatively low occupier interest in the area negatively impacts upon rental values and shrinks the pool of occupiers, financial and occupier-led incentives to expend capital on building improvements are reduced. Additionally, it becomes more difficult to (re)develop space viably. This means:

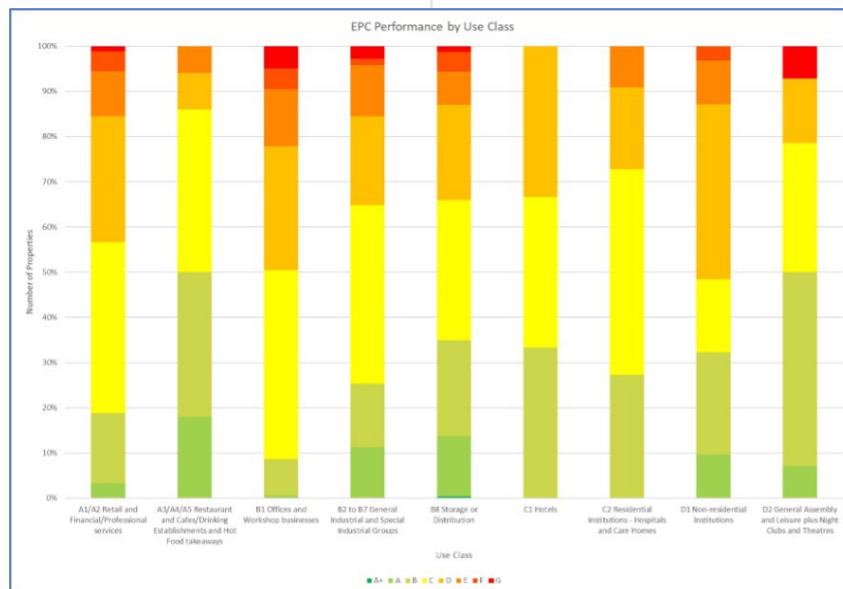


Figure 3 – EPC Performance by Use Class (by percentage of the total units)

- Older stock is less likely to be removed from the area via redevelopment. This is a particular issue in areas such as the Heart of Maylands where other commercial uses (namely industrial) are discouraged by policy.
- New, modern office buildings are less likely to be constructed, whether in place of existing properties (as above) or development plots.

These factors combined limit the churn of older buildings being replaced by new stock, and thus the main way less sustainable office space is likely to be removed is to be replaced with more viable uses such as modern industrial warehouses.

The difficulty with regards to the office market is that 50% of the space at Maylands is under threat of obsolescence via regulations within the medium term, and there is very little office development underway to replace this space. On a floor

area basis, this obsolescence would result in 2.92 million sqft (55%) of the current stock being unlettable by 2027, compared with 1.02 million sqft (14%) of B8 storage/ distribution space, or 1.55 million sqft (18%) for industrial as a whole (B2 – B7 and B8).

Aside from redevelopment, many of the buildings currently on the cusp of achieving the 2027 MEES requirements (most likely those currently achieving a D rating, or 27% of properties) may be capable of improving to a C rating or above with lower capital investment than is required for wholesale redevelopment. Regardless, the proportion of office space at risk of obsolescence as a direct result of MEES is still high, and assuming a “do nothing” scenario, this will likely lead to a significant reduction in the overall office space on Maylands, rather than an improvement in the overall proportion of sustainable buildings.



# Climate Change Strategy

The principal solution for this is to increase the appeal of the location to office occupiers. This will likely include a combination of factors including but not limited to:

- improved accessibility to the Study Area via public transport,
- improvement and densification of localised services such as retail (specifically food and drink) and leisure activities such as gyms around office clusters,
- improvement of pedestrian/ cycle infrastructure, and
- improvement of green/ leisure space to improve the attractiveness of the location.

Regarding industrial, market demand at the Maylands is significantly higher than for the office market, and thus the overall viability of (re) development is higher. This has resulted in lots of recent development that – coupled with high occupier expectations for sustainability at the top end of the market – has resulted in new properties such as those at Prologis Park being delivered to high energy performance standards. These same occupier expectations, when coupled with the strong market, have resulted in old stock being more aggressively removed in favour of new development, which helps to explain the low (5% of 303 properties) proportion currently failing 2023 MEES .

The result of this is that the proportion of space that is capable of meeting 2027 MEES ratings for industrial (B2 – B7 and B8 uses combined) is 66%. Unlike with the office market, the industrial stock

within the Maylands is trending positively, and we would expect a continuation of the development of high-performing new stock and removal of old stock in favour of new buildings where such opportunities are available.

We have examined each Character Area to provide case studies of stronger and weaker examples of building performance in sustainability terms, set out in the table below.

The Star Ratings within the table are CoStar ratings, which are designed to summarise the overall quality of the building. The methodology used to define this rating is very comprehensive, assessing the building's architectural design, structure/ systems, amenities, Site/ Landscaping/ Exterior Spaces and Certifications (predominantly relating to environmental performance, such as LEED, BREEAM, Green Globe etc.).

Most important for this exercise is that the rating is from 1 star (lowest) to 5 star (highest). A full breakdown of the methodology behind this assessment has been provided here:

[https://www.costar.com/sites/costar.com.na/files/2023-09/costar\\_buildingratingsystem-definition.pdf](https://www.costar.com/sites/costar.com.na/files/2023-09/costar_buildingratingsystem-definition.pdf)

## 1. Heart of Maylands

### Spring Park – ★★★★★, EPC A



Spring Park is a high quality industrial warehouse unit that completed in 2019. The advertising for occupiers focuses strongly on the building's green credentials, which include low air permeability design, insulated cladding and roofing, electric car charging and rooftop photovoltaic panels.

The property is 100% let to multiple tenants on varying rents of around £13.50 psf.

### Maylands Building – ★★★, EPC B



The Maylands Building is an office building that was refurbished to Grade A in 2017. The building has fair to good sustainability credentials, with an EPC rating of B. The property is listed by CoStar as c. 85% let.

This is – as with Spring Park – an example of a relatively successful property that has strong environmental credentials and a good, modern level of specification.

### 54 Duxon's Turn – ★★, EPC E



Duxon's Turn is symptomatic of much of the older commercial stock in the Heart of Maylands Character Area, in particular in the more northerly areas. The building was constructed in 1980 and has not seen any significant refurbishment in the years since.

As a result it – and much of the similar stock nearby – performs poorly from an energy efficiency perspective, and is at risk of obsolescence as a result of MEES regulations becoming stricter. The concern with buildings such as this is whether they can be viably upgraded to meet tightening regulations given their low rents and capital values.

## 2. Urban Edges

### 37 Mark Road – ★★★, EPC C



37 Mark Road is representative of the wider Urban Edges area as it was constructed in the 1980s, has been subject to minimal modernisation in the time since its construction, and thus is now relatively outdated in terms of design and modern features, hence the three star rating from CoStar.

In spite of this – like approximately 50% of the office stock in the Subject Area – this property meets the 2027 MEES targets and thus is unlikely to become obsolete from a sustainability perspective in the medium term.

As such, based on the information in our accompanying market report, this building and those like it in the Urban Edges area are likely to remain in situ beyond that medium term MEES target, or be redeveloped for industrial as and when occupiers vacate.

### 1 – 6, 7 – 12, 14 – 17, 21 – 22 and 34 Mark Road



This collection of buildings on Mark Road are all small, low quality light industrial units, with EPCs ranging from C and downwards all the way to F.

These buildings have been constructed between the late 1970s and early 2000s, and few have seen much maintenance since their completion. As such, the buildings are of generally poor quality, with few modern provisions such as: steel portal frames with high ceilings; level access doors with appropriate clearance etc. for light industrial, and high quality HVAC; good occupancy ratios; and good access to light for office space.

However, it is notable that these units are also generally well let and used in spite of this low specification and poor environmental performance.

### 3. Residential Edge

#### Cupid Green Depot – ★★, EPC Unknown



Cupid Green Depot comprises a number of buildings constructed in the Mid-1980s, which extend to a total of c. 50,000 sqft. Whilst they are fit for their existing purpose as a waste management plant, such buildings would be unlikely to let to a typical industrial occupier due to the poor quality of the space.

#### Maylands Business Centre – ★★★, EPC B



Maylands Business Centre is amongst the most modern properties in the Urban Edges Character Area, and it has achieved an EPC rating of B.

Whilst this property is relatively modern and performs well from an energy performance perspective, it does not have accreditation from the latest environmental standards such as BREEAM and LEED.



#### 4. Maylands Gateway

##### Breakspear Park – ★★★, EPC C – D



Maylands Gateway currently comprises almost entirely development land, with the exception of Breakspear Park. The EPC Register lists the property's overall rating as a D, although individually let areas have mostly achieved C ratings.

Interestingly, and in spite of the relatively poor EPC rating, the 2016 renovation of the building saw it achieve a BREEAM "Very Good" rating, meaning it is in the top 25% of new buildings assessed by BREEAM.

As demonstrated in the Best Practice section below, the level of complexity to the BREEAM assessment makes it difficult to explicitly pinpoint how the property was capable of delivering only a fair EPC and a very good BREEAM rating. However, as EPCs only cover energy performance, whereas BREEAM also accounts for water use, waste management and air quality, it is likely that the building scored well in these fields in addition to being reasonably energy efficient.

## 5. Connected Edges

### Unit B, Hemel Gateway – ★★★, EPC B



As the majority of space within this Character Area comprises development land, there is very little in the way of properties to assess. Unit B Hemel Gateway is very typical of the limited stock in this area, which includes Unit A of the same development, Wickes Distribution Centre and Punchbowl 130, all of which are similar both in environmental performance (averaging B – C ratings) and quality.

Built in 1999, this is one of the older properties in the area. Whilst it does not have the modern sustainability features of nearby Prologis Park, and thus does not have exemplar ratings such as BREEAM, it still achieves an EPC rating of B, and is 100% occupied.

## 6. Maylands South

### Prologis Park – ★★★★★, EPC A



This area is dominated by recent Prologis Park developments. This unit is BREEAM Outstanding and EPC A rated, and as with the other Prologis units within Wood Lane End is 100% occupied.

All the newer Prologis Park units have been designed to achieve EPC ratings of A+ and BREEAM Outstanding. The features included to achieve this include a rooftop solar array, net zero carbon construction, and “Brise Soleil” cladding; a design that is used to deflect sunlight to decrease cooling requirements. These buildings have let extremely well and new space is continuing to be developed as a result of this success.

## 8. Connected Middle

**Hemel One – ★★★, EPC D**



**Zodiac Office Estate – ★★ to ★★★, EPC C**



These two properties both represent the eastern portion of this character area well: They are both approximately 50% occupied, constructed in the 1990s/ 2000s with varying attempts at modernisation throughout this period, and sit on the edge of obsolescence based on their EPC ratings. They are not up to modern standards in terms of design, and have no outstanding sustainability accreditations such as BREEAM.

**Grovelands Business Centre – ★★★, EPC C**



**Enterprise Way – ★★★, EPC C – D**



Grovelands Business Centre is symptomatic of the office stock in the Connected Middle Character Area, all of which is very similar. All this space was built in the late 1980s and early 1990s, are not up to modern standards in terms of their design, and have no outstanding sustainability accreditations such as BREEAM.

This business park – as with Grovelands – provides a good example of typical industrial space within the Connected Middle.

It was constructed in the early 2000s, and its design does not fully meet modern standards of design or sustainability performance, hence the three star rating and EPC ratings of between C and D depending on the building within the park.



As the majority of these buildings are rated EPC C or higher, they are unlikely to fall into obsolescence in the medium term, and based on the information in our accompanying market report are most likely to remain in situ beyond the medium term (next ten years) or be redeveloped for industrial as and when occupiers vacate the buildings.

#### 61 Maxted Road - ★★, EPC D



The former Sopra Steria building is now being marketed as a flexible office. This building was constructed in 1970 and has seen few upgrades beyond cosmetic internal in that time. As such, the building is rated as two star by CoStar in terms of quality, and due to the lack of energy performance upgrades, also performs poorly in this metric – achieving an EPC D rating.

The building was vacated by its original HQ occupier, and has subsequently struggled to let to traditional office occupiers, in the 18 months it has been on the market to date. It – as with Amir House (right) – is typical of the cluster of office/ light industrial space around Maxted Road, where a lack of ongoing upgrade programmes to office buildings, coupled with a lack of new development, has led to a number of poorer quality office buildings that are coming to the end of their functional use and thus have little market appeal if vacated by their current tenant.

#### 78a Maxted Road, Amir House - ★★, EPC D



This light industrial property comprises a warehouse/ service depot with ancillary accommodation and offices over ground and first floors. It was constructed in 1978, and has undergone renovation “within the past two years” according to CoStar, although this appears to have been limited to decorating and updating kitchens/ toilets in the office portion.

This has not improved upon the environmental performance of the building, which is rated as EPC D.

The overall assessment of the quality of the building is also poor:

- The light industrial portion has low level access doors and floor to ceiling heights that restrict access to smaller vehicles/ storage of smaller items.
- The office portion is currently vacant, and is very basic in its offering.



# Climate Change Strategy

## Best Practice

This subsection examines current and aspirational best practice from both a construction and occupier perspective with the goal of guiding future development at Maylands.

Whilst some of the examples of best practice go beyond current requirements, developers, investors and occupiers are increasingly focussed on best practice considerations relating to sustainability in buildings for reasons as diverse as long term investment performance (avoiding obsolescence) and employee welfare. The number of companies committing to Net Zero targets, many in line with SBTi (Science Based Target initiative) is continually growing, and as a component of that comes increased scrutiny of the buildings businesses are choosing to occupy and own. A number of initiatives have been created to assess the not insignificant impact of buildings on the environment (and increasingly wider ESG (Environmental, Social and Governance) targets), but the two most widely-used rating systems are BREEAM and LEED.

The goal of BREEAM – a global certification program – was to rank buildings on a host of different variables, such as energy and water use, health and wellbeing, pollution, transport, materials, waste, ecology and management processes. This has subsequently expanded to include sustainable construction, which focuses on similar key variables. The ranking for BREEAM range from Acceptable to Pass, Good, Very Good, Excellent and Outstanding. Similarly, LEED takes a holistic approach to ranking across

water and energy efficiency, site sustainability, transportation and region-specific goals, the certification is ultimately distilled to a straightforward ranking system: Platinum, Gold, Silver and Certified. Modern, high-specification buildings are increasingly being built with the goal of achieving high ratings in one or both of these two assessments in addition to A or A+ EPC Ratings.

The assessments for these two certifications are very detailed and technical, but as a high level summary they include:

**BREEAM environmental assessment** section, with the weighting percentage for each consideration for a fully fitted non residential building:

- Management: 11%
- Health & Wellbeing: 19%
- Hazards: 0%
- Energy: 20%
- Transport: 6%
- Water: 7%
- Materials: 13%
- Waste: 6%
- Land Use & Ecology: 8%
- Pollution: 10%
- Innovation (Additional): 10%

The minimum BREEAM standards that need to be met to achieve a very good rating are as follows:

- Responsible construction practices: To recognise and encourage construction sites that are managed in an environmentally and socially considerate, responsible and accountable manner.
- Visual comfort: To ensure daylighting, artificial lighting and occupant controls are considered at the design

stage to ensure best practice in visual performance and comfort for building occupants.

## G-Park, Manchester



G-Park is currently being delivered in Trafford Park in Manchester on a 9 acre site. Once complete the building will provide 216,118 sqft of distribution and logistics space.

In terms of the overall design of the building, the specifications include 25 HGV parking spaces, 177 car parking spaces, a haunch height of 15 metres, and 24 dock levellers.

In terms of sustainability features, the building is designed to achieve a BREEAM excellent rating and is WELL ready. This is being achieved by ensuring the building has 12% less embodied carbon than the industry standard and 15% less daily operational carbon, in addition to the following technical features:

- Triple-skinned rooflight solution to optimise natural light can save up to 13% a year on running costs
- Recycling initiatives as part of the management process.
- Rainwater harvesting for use in toilet flushing and other non-potable applications, and low water spray taps
- Inbuilt building environmental analytics system to manage the building efficiently.
- Provision for electric vehicles
- External wildflower planting to improve biodiversity

## Greenford Park, London (Refurbishment)



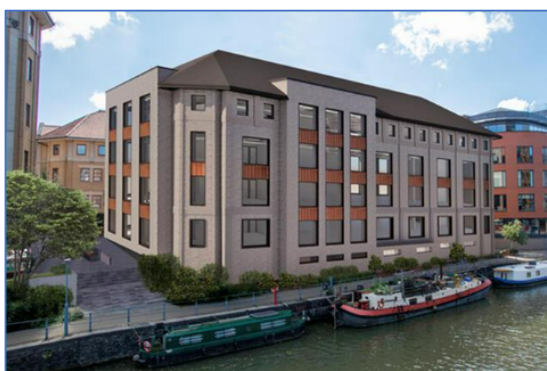
Greenford Park is a 25 year old industrial unit in outer London that has recently undergone a refurbishment to EPC A+ and – the first industrial refurbishment of its type in the world – BREEAM Outstanding.

The ways in which this has been achieved are consistent with the new build industrial buildings above, with a focus on operational carbon reduction by installing:

- A smart building management system to ensure energy use is optimised,
- Air source heat pumps to provide heating and cooling,
- Energy efficient LED lighting,

	<ul style="list-style-type: none"> <li>- Water reducing installations such as waterless urinals and self-closing taps,</li> <li>- Rainwater harvesting systems,</li> <li>- A new HVAC system,</li> <li>- EV charging points,</li> <li>- Secure bicycle storage to encourage sustainable modes of travel.</li> </ul> <p>At the forefront of the refurbishment has been the installation of PV panels across the exterior of the building which significantly reduce reliance on fossil fuel energy sources.</p> <p>Finally, a green wall and ecosystem investment such as bat boxes, bird nests and insect habitats improve the habitats around the property.</p>
<b>The Bourn Building, Coventry (Office Refurbishment)</b>	
	<p>The refurbishment of the 90,000 sqft Bourn Building in Coventry was estimated by BREEAM to have resulted in an estimated reduction in CO2 emissions of 14,000 tonnes compared with a new build alternative. The refurbishment project resulted in delivery of a Net Zero Ready building with an EPC A rating and a “Very Good” BREEAM Rating.</p> <p>To ensure the whole life cycle of the building was considered during construction, a “Whole Lifecycle Carbon Assessment” was conducted using OneClick LCA software, in accordance with RICS Guidance. During construction, 97% of materials avoided being sent to landfill by ensuring materials were recycled.</p> <p>In order to deliver the building to high environmental standards, an all electric energy strategy with low carbon heating and a 425 sqm solar photovoltaic array was implemented, with solar panels on the car park roof deck providing 12% of overall power to the building.</p> <p>The building supports sustainable transport by providing a cycle hub and 16 EV charging points, with provision for 46 more in the future.</p> <p>Furthermore, the building is smart enabled, with an occupier app to allow straightforward management of energy/ water consumption.</p>

### North Quay House, Bristol (Office Refurbishment)



Legal and General are currently refurbishing this property in line with their wider pledges to achieve net zero carbon for its real estate portfolio by 2050.

As such, the goals for the project focus on both: minimising embodied carbon by using low carbon materials such as recycled, locally sourced or reused materials wherever possible; minimising operational carbon by improving building fabric and insulation, installing high efficiency plant, and updating building management controls. As with the Bourn Building above, L&G has conducted a full life cycle assessment of their building to ensure the refurbishment is successfully and effectively implemented.



# Delivery, Implementation and Phasing Plan

**The Current Position**

An appraisal of Maylands' Strengths, Weaknesses, Opportunities and Threats

**The 20 Year Vision**

Definition of the overall 20 year vision for Maylands

**Masterplan Components**

A set of guiding principles which will ensure the vision can be achieved

**Design Code (Appendix A)**

The Design Code will ensure that new development come forward in a way which contributes to fulfilling the vision

**Immediate Opportunities Plan (Appendix B)**

The Immediate Opportunities Plan identifies short term opportunities for development

**Delivery, Implementation and Phasing Plan**

This section brings together considerations for the delivery of the Vision for Maylands over the next 20 years

# Introduction

This section brings together considerations for the delivery of the Vision for Maylands over the next 20 years. Initiatives to deliver the Vision and its components are illustrated in the diagram below which shows:

- The components of the 20 year Vision for Maylands
- The delivery projects that relate to the components of the Vision – signposting to these in the relevant locations in this Masterplan document is provided
- The delivery strategy components that need to be taken forward to implement each aspect of the Vision – these are described in further detail in the remainder of this section

<b>20 Year Vision for Maylands</b>	Grow & evolve to be seamlessly integrated part of Hemel Garden Communities physically and functionally	Build on momentum established by short term development opportunities to build business cases for funding for infrastructure	Compete not just on size and strategic location but on quality as a business location	Broaden economic base to include wider and more aspirational range of economic activities and amenities	Encompass more sustainable and effective approaches for the movement of people and goods	Make effective use if available land and successfully repurpose buildings reaching the end of their economic lives
<b>Delivery projects</b>	<p><b>Placemaking projects (Section 4a)</b> - wayfinding and identity, new/improved public realm, green space amenity and local and strategic green corridors</p> <p><b>Movement, transport and infrastructure projects (Section 4b)</b> – traffic management interventions, active travel measures and public transport projects.</p> <p><b>Immediate Opportunity Plan site delivery (Appendix B)</b></p>					
<b>Delivery strategy components</b>	<ul style="list-style-type: none"> <li>– Delivery stakeholders – roles and responsibilities</li> <li>– Policy</li> <li>– Potential Delivery Approaches</li> <li>– Public Sector Intervention Opportunities</li> <li>– Place Management</li> <li>– Funding</li> <li>– Delivery Programme and Phasing</li> </ul>					

# Delivery stakeholders

## Roles and responsibilities

In terms of overall strategy, a key theme of the Vision is to pivot Maylands to accommodate higher value economic activities in the future. This is a consistent theme in policy documents and from stakeholder discussions. This will require Maylands to capture some of the growth in these sectors which are forecast to expand in Hertfordshire over the period set out in the Hatch report. At present, however, Maylands does not have the necessary ingredients to attract such uses consistently and at scale and higher value economic activities are instead locating on competitor sites. Shifting this competitive balance in favour of Maylands will require:

1. A supportive climate of economic growth in the UK
2. Reduced and constrained supply of land and floorspace at competitor locations, relative to the site opportunities available at Maylands
3. A sustained programme of investment and promotion to increase the appeal of Maylands to targeted businesses

Given that 3) is the set of actions that are more within the control of project partners at Maylands, these should therefore be their focus. The delivery of the Vision cannot be achieved by a single organisation due to the scale of the opportunity and the multi-faceted activities that are required. There are a number of stakeholder bodies who will have roles and responsibilities in relation to the delivery of the masterplan. These include:

- Dacorum Borough Council
- St Albans City and District Council
- Hertfordshire County Council
- Herts IQ
- Landowners
- Developers
- Local businesses and residents
- Utilities providers
- National Highways
- Hertfordshire Futures

Whilst this delivery strategy is not intended to be definitive in committing stakeholders to specific actions, roles and responsibilities for these bodies in delivering the Masterplan can be summarised as follows:

- Policy setting – the development of a planning policy framework to support the delivery of the Maylands Masterplan Plus – this would be led by the two Local Planning Authorities (Dacorum BC and St Albans C&DC) with input from the other stakeholder groups
- Project design evolution beneath the Masterplan framework – subject to the type of project, this task could be led by different agencies. Examples could include landowners and developers bringing forward development proposals on their own land or the public sector promoting infrastructure schemes.
- Project delivery – potential delivery structures are discussed further below.
- Project funding – funding opportunities are discussed later in this section.
- Lobbying on behalf of Maylands – it is critical that all stakeholder groups work together behind the direction set by the Maylands Masterplan Plus and lobby agencies whose support will be required for the delivery process, such as central government for potential funding opportunities.
- Project and place management/stewardship – ongoing place management will be a key factor in sustaining the quality of environment at Maylands into the future.

# Policy and Delivery Approaches

## Policy

As noted above, the development of a planning policy framework to support the delivery of the Vision will be led by the two Local Planning Authorities (Dacorum BC and St Albans C&DC) with input from the other stakeholder groups as part of the respective LPAs Local Plan processes. Whilst this Masterplan has no formal planning status, it can be used as an evidence base document to inform future planning policy. Policy should ensure co-ordination of approach for Maylands with the broader Hemel Garden Communities initiative. Specific considerations for policy at Maylands could include:

- A potential Supplementary Planning Document (SPD) for Maylands to provide further guidance on policies in the Local Plans
- An Infrastructure Delivery Plan as a component of the SPD to collate the infrastructure needs of the masterplan and/or specific sites
- This masterplan could also form part of the evidence base for the preparation of a Local Development Order (LDO) which would incentivise a fast track process for achieving permission

## Potential delivery approaches

For such a large and complex study area with no single entity controlling the levers that influence delivery, it is

inevitable that the implementation of the masterplan will take place through a variety of approaches that will vary according to site-specific factors such as land ownership and approaches taken to address scheme viability. Generally, we expect the following approaches to be taken:

- Sites where policy-compliant development is currently viable – these will typically be taken forward by the private sector, with development meeting planning policy objectives and providing landowners and developers with sufficient returns to justify them taking on development risk.
- Sites where policy compliant development is currently unviable – routes to delivery here are likely to fall under the following categories:
  - i. Negotiation between developers and the Local Planning Authority around planning policies to achieve a sufficiently viable scheme. Public sector intervention takes place to assist in addressing viability gaps – further detail on this point is set out later in this section.
  - ii. Delivery happens at a later stage in the overall phasing for Maylands, for example: When market conditions have improved to assist scheme viability; When the beneficial effects of earlier phases of development, infrastructure investment and enhancements to the quality of the area have established momentum and confidence in the area.



# Public Sector Intervention Opportunities

The aspirations of the Vision cannot be delivered solely by the market, and as such public sector support for delivery will be critical. Intervention by the public sector can help to assist delivery through a range of mechanisms, including:

- **Policy** – for example, planning policies in the forthcoming Local Plans should help to incentivise landowners and developers and give them the clarity and certainty that is required to come forward with viable schemes
- **Land acquisition and site assembly** – the framework set by the masterplan is intended to incentivise private sector developers and landowners to assemble land where required to bring forward development. This can be achieved by acquiring land through private treaty. There could also be a role for land acquisition by the public sector which can assist the deliverability of schemes in two ways:
  - i. Enabling the assembly of land for development projects to proceed - there is an opportunity to achieve this for the public sector through acquiring land through negotiation but backed by the potential to use compulsory purchase orders (CPO) should they be required, backed by the appropriate power and appropriate policies (e.g. such as those in the Local Plan)
  - ii. Capturing value - many methods for funding infrastructure rely on the planning system or other statutory mechanisms to capture value, such as through CIL.
- **Funding** – details of potential funding mechanisms that could be tapped by the public sector are discussed later in this section.
- **Direct public sector intervention in delivery** - the public sector often takes proactive roles in helping to deliver development in accordance with broader policy objectives. There are a wide range of options open for public sector partners to take, and to determine the optimal approaches, a full business case and risk assessment of the potential options would need to be undertaken. This will need to take place in the context of the competing pressures on public sector capital funding programmes and revenue budgets. In advance of this assessment, potential options for the public sector, together with their pros and cons, are set out on the opposite page.

# Public Sector Intervention Opportunities

	Disposal	Contractual Partnership	Joint Venture	Direct Delivery
<b>Key characteristics</b>	DBC as the owner of certain sites within Maylands could enable development by securing an appropriate planning permission then disposing of sites, leaving subsequent purchasers to bring forward proposals.	The public sector could procure a development partner, with delivery arrangements governed by a development agreement between the parties.	The public sector could procure a partner and establish a common enterprise JVCo in which they share returns and risks.	The public sector could implement schemes themselves by appointing a development manager & contractor and taking ownership of the completed properties which could then be leased.
<b>Pros</b>	<ul style="list-style-type: none"> <li>– Relatively cheap (costs of planning and disposal)</li> <li>– Sale and capital receipt could be achieved quickly</li> </ul>	<ul style="list-style-type: none"> <li>– Tried and tested approach, well understood by the market</li> <li>– No separate entity created</li> <li>– Clear delineation of objectives, roles and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>– Establishment of distinct entity encourages focus on shared business plan and objectives</li> <li>– Easier branding and marketing</li> <li>– JV Co can enter into contracts in own right if required</li> <li>– Flexibility and durability to address changing market circumstances</li> </ul>	<ul style="list-style-type: none"> <li>– High level of control for the public sector</li> <li>– Development profit (but also risk) would sit with the public sector</li> <li>– Assets would be retained by the public sector who could therefore potentially benefit from both revenue streams and capital growth</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>– Public sector loses influence and control over development beyond planning</li> </ul>	<ul style="list-style-type: none"> <li>– Potential lack of flexibility and ability to manage change</li> </ul>	<ul style="list-style-type: none"> <li>– Relatively complex and costly to establish</li> <li>– Potentially exposes the public sector to different types and levels of (commercial) risk</li> <li>– Potential concern of insufficient accountability to parent organisations and the need for management of potential conflicts of interest</li> </ul>	<ul style="list-style-type: none"> <li>– Public sector would need to provide capital funding for the scheme to be delivered.</li> <li>– Public sector would be exposed to full commercial risk</li> <li>– Absence of a developer would mean the scheme is less likely to maximise commercial potential</li> </ul>

# Funding and Phasing

## Place management

Beyond the delivery of development and infrastructure projects, the most successful regeneration projects consider longer term stewardship arrangements from an early stage. This is because – in order for the success of regeneration project delivery to be sustained – ongoing stewardship arrangements need to be put in place. These arrangements should cover a wide range of issues ideally including maintenance of the quality of the local environment, safety and security and marketing and promotion of the area. Business Improvement District mechanisms have proven to be successful models to deliver such functions in a range of other employment areas. It is considered that these could be useful mechanisms to test for all or part of the Maylands Masterplan Plus area in the future. Through the business consultation that was carried out as part of the development of this masterplan it was apparent that no forum exists to identify and coordinate initiatives for the area with all stakeholders, and this is something that should be considered as a potential precursor to a future BID-type mechanism.

## Funding

The funding for achieving the delivery objectives will need to be met from a number of sources across the public and private sectors. Sources of funding that are currently available as well as those that could be introduced in the future over the period of masterplan delivery are set out below.

### Private sector funding

The direction set by the Maylands Masterplan Plus is designed to encourage private sector investment in the area. The masterplan is intended to incentivise landowners to bring forward land for development, with sites being earmarked for short, medium and longer term delivery. This development will be driven by occupier demand from businesses wanting to locate into the area or expand their existing premises. Investor and developer finance will then be required in order to fund new development.

In addition, developers delivering new development at Maylands will be expected to contribute planning obligations towards the funding of associated infrastructure. These will include:

- Section 106 – contributions negotiated between applicants for planning permission and Dacorum Borough Council, St Albans City and District Council and Hertfordshire County Council as local planning authorities, reflecting existing planning policy and designed to mitigate the impact of new development on the local community and infrastructure.
- Community Infrastructure Levy (CIL) – a charge levied by local planning authorities on certain types of new development to generate funding to help pay for infrastructure, facilities and services.

These sources of funding may be modified in the future as part of the Local Plan process. In addition, as part of the Levelling Up and Regeneration Act 2023 sets a framework for a new Infrastructure Levy (intended to be mandatory) that could replace CIL and potentially include all financial contributions currently covered through Section 106 agreements. It is intended that the Infrastructure Levy would be based on values (including taking increases in land value into account) unlike CIL which is a fixed charge based on net additional floorspace.

## Other funding mechanisms and sources

Beyond contributions from development, other potential funding sources are available. These include funding opportunities from public sector bodies beyond those directly involved in the project at present, such as Central Government. The role for the public sector bodies promoting the area is to grasp opportunities to work with public and private sector partners and use the Maylands Masterplan Plus to help develop the business cases to successfully leverage funding sources including:

- Grant funding for brownfield commercial site development – at present, national grant opportunities for industrial sites of this nature is limited. Freeports and Mayoral Combined Authorities are the focus for national funding initiatives. Outside these areas, national funding is instead focussed on housing delivery and town centre regeneration and – whilst parts of Maylands such as the local centre may qualify for this, funding is likely to be limited.
- Enterprise Zone Funding – the exception to the above which represents a major opportunity for Maylands is the presence of the Enterprise Zone at Herts IQ. The vision for Herts IQ focusses on creating one of Europe's most desirable,

sustainable and in demand business hubs operating in modern construction, agri-tech and related digital and environmental technologies. Achieving development focussed on these sectors will secure increased business rates that can be reinvested in Hertfordshire over the 25 year (from April 2017) lifespan of the EZ and can be used as a mechanism to support forward funding of projects, the funding of which can be repaid through subsequent business rates yields.

- The Planning White Paper (August 2020) also identified that the Government is looking to allow local authorities to borrow against future projected Infrastructure Levy revenues. As with the other funding opportunities identified that require up-front public sector borrowing, careful analysis of the potential future projected income streams and risks would need to be undertaken before funding commitments could be made.
- Funding opportunities from unallocated funds to be explored

### **Delivery programme and phasing**

Without seeking to be prescriptive – given that the Maylands Masterplan Plus looks over a 20 year period over which much will change – Appendix B Immediate Opportunities Plan sets out:

- Immediate Opportunity Sites that have the potential to be delivered over the next five years. In principle, these sites:
  - i. Are suited to market sectors where there is current demand
  - ii. Have limited barriers to development and would not require investment in strategic infrastructure
- These short term sites should be accompanied by pilot projects elsewhere on Maylands to test more ambitious concepts that can help to build confidence in the area towards the more aspirational aspects of the Vision. These pilot projects could be led by project champions including The Crown Estate, Herts IQ and others to work with partners such as Rothamsted to offer opportunities to expand their facilities at Maylands, or to develop new business space for SMEs or for modular housing pilot projects linked to the future housing growth fuelled by the broader Hemel Garden Communities programme.
- Other opportunity sites that could be brought

forward in the longer term either because they have greater barriers for development that need to be overcome or are potentially better suited to aspirational uses to achieve the Vision, for which demand will need to be grown through the interventions proposed in this Masterplan. The most likely location for occupiers in the more aspirational economic sectors in the future is the southern portion of the Crown Estate's land due to its scale, visibility and proximity to the strategic road network.

- To help to raise the game for Maylands and support longer term success, the design codes and infrastructure interventions recommended in this masterplan should be deployed to ensure that the quality of such development is of a standard that will help pave the way for economically sustainable success and a rising profile for Maylands as a higher quality location for business in the longer term.



## Next Steps

### Next Steps

There are a number of immediate next steps that should be taken forward by project partners to progress the delivery of the Masterplan:

- Carry out further design development and costing of potential interventions in order to inform business cases and funding bids
- Carry out a financial viability testing exercise to quantify potential delivery funding gaps
- Development of a Maylands Forum group for all stakeholders including local businesses to regularly engage to progress initiatives relating to the Masterplan
- Development of a wayfinding and identity toolkit to shape public realm and development sites
- Priority projects for further development are: Buncefield Lane, including engagement with landowners along the route, Wood Lane End and Boundary Way Caravan Site



## London

Unit 21 Tower Workshops  
58 Riley Road  
London SE1 3DG

+44 (0)20 7252 3400

## Manchester

Jactin House  
24 Hood Street  
Ancoats  
Manchester M4 6WX

+44 (0)161 9743206

studio@wemadethat.co.uk  
wemadethat.co.uk

**We  
Made  
That**

We Made That LLP is registered  
in England and Wales.  
Reg no. OC367789