



## ***CABINET***

### ***Thursday, 15th June, 2017***

You are invited to attend the next meeting of **Cabinet**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping**  
on **Thursday, 15th June, 2017**  
at **7.00 pm** .

**Glen Chipp**  
**Chief Executive**

**Democratic Services**  
**Officer:**

Gary Woodhall  
Governance Directorate  
Tel: (01992) 564470  
Email: [democraticservices@eppingforestdc.gov.uk](mailto:democraticservices@eppingforestdc.gov.uk)

#### **Members:**

Councillors C Whitbread (Leader of the Council) (Chairman), S Stavrou (Deputy Leader and Housing Portfolio Holder) (Vice-Chairman), W Breare-Hall, A Grigg, H Kane, A Lion, J Philip, G Mohindra and G Waller

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**PLEASE NOTE THE START TIME OF THE MEETING**

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#### **1. WEBCASTING INTRODUCTION**

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

"I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.”

**2. APOLOGIES FOR ABSENCE**

(Director of Governance) To be announced at the meeting.

**3. DECLARATIONS OF INTEREST**

(Director of Governance) To declare interests in any item on this agenda.

**4. MINUTES**

(Director of Governance) To confirm the minutes of the meeting of the Cabinet held on 6 April 2017 (previously circulated).

[Click here for Cabinet Minutes 6 April 2017](#)

**5. REPORTS OF PORTFOLIO HOLDERS**

(Leader of Council) To receive oral reports from Portfolio Holders on current issues concerning their Portfolios, which are not covered elsewhere on the agenda.

**6. PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE CABINET**

(Director of Governance) To receive any questions submitted by members of the public and any requests to address the Cabinet.

**(a) Public Questions**

To answer questions asked by members of the public after notice in accordance with the provisions contained within Part 4 of the Constitution (Council Rules, rule Q3 refers) on any matter in relation to which the Cabinet has powers or duties or which affects the District.

**(b) Requests to Address the Cabinet**

Any member of the public or a representative of another organisation may address the Cabinet on any agenda item (except those dealt with in private session as exempt or confidential business) due to be considered at the meeting, in accordance with the provisions contained within Article 7 of the Constitution (The Executive, paragraphs 27 & 28 refers).

**7. OVERVIEW AND SCRUTINY**

(a) (Chairman of Overview & Scrutiny) To consider any matters of concern to the Cabinet arising from the Council’s Overview and Scrutiny function.

(b) (Leader of Council) To consider any matters that the Cabinet would like the Council’s Overview and Scrutiny function to examine as part of its work programme.

**8. FINANCE AND PERFORMANCE MANAGEMENT CABINET COMMITTEE - 30 MARCH 2017 (Pages 5 - 10)**

(Finance Portfolio Holder) To consider the attached minutes of the meeting of the Finance and Performance Management Cabinet Committee, held on 30 March 2017, and any recommendations therein.

**9. ASSET MANAGEMENT AND ECONOMIC DEVELOPMENT CABINET COMMITTEE - 13 APRIL 2017 (Pages 11 - 16)**

(Asset Management & Economic Development Portfolio Holder) To consider the attached minutes from the meeting of the Asset Management & Economic Development Cabinet Committee, held on 13 April 2-017, and any recommendations therein.

**10. EPPING FOREST DISTRICT LOCAL PLAN - IMPLEMENTATION (Pages 17 - 60)**

(Planning and Governance Portfolio Holder) To consider the attached report (C-001-2017/18).

**11. FLEXIBLE HOMELESSNESS SUPPORT GRANT (Pages 61 - 76)**

(Housing Portfolio Holder) To consider the attached report (C-002-2017/18).

**12. DIGITAL ENTERPRISE PROGRAMME (Pages 77 - 110)**

(Asset Management & Economic Development Portfolio Holder) To consider the attached report (C-003-2017/18).

**13. CORPORATE PLAN 2015-2020 - KEY ACTION PLAN 2016/17 (OUTTURN) (Pages 111 - 140)**

(Leader of Council) To consider the attached report (C-004-2017/18).

**14. TRANSFORMATION PROGRAMME – HIGHLIGHT REPORT (MARCH 2017) & SERVICE ACCOMMODATION REVIEW (Pages 141 - 174)**

(Leader of Council) To consider the attached report (C-005-2017/18).

**15. ANY OTHER BUSINESS**

(Director of Governance) Section 100B(4)(b) of the Local Government Act 1972 requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

**16. EXCLUSION OF PUBLIC AND PRESS**

Exclusion

To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt

information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

#### Background Papers

Article 17 of the Constitution (Access to Information) define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information and in respect of executive reports, the advice of any political advisor.

The Council will make available for public inspection one copy of each of the documents on the list of background papers for four years after the date of the meeting. Inspection of background papers can be arranged by contacting either the Responsible Officer or the Democratic Services Officer for the particular item.



## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Finance and Performance **Date:** Thursday, 30 March 2017  
Management Cabinet Committee

**Place:** Committee Room 1, Civic Offices, **Time:** 7.00 - 7.27 pm  
High Street, Epping

**Members Present:** Councillors G Mohindra (Chairman), S Stavrou, A Lion, C Whitbread and R Bassett

**Other Councillors:**

**Apologies:**

**Officers Present:** R Palmer (Director of Resources), R Perrin (Democratic Services Officer) and A Oladimeji (Homelessness Prevention Officer)

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### **50. Substitute Members**

The Cabinet Committee noted that there were no substitute members for this meeting.

### **51. Declarations of Interest**

There were no declarations of interest pursuant to the Council's Code of Member Conduct.

### **52. Key Performance Indicators 2016/17 Q3 Performance; 2017/18 review and targets**

The Director of Resources presented a report on the Quarter 3, Key performance Indicators 2016/17.

The Director of Resources reported that the Council was required to make arrangements to secure continuous improvement in the way in which its functions and services were exercised, having regard to a combination of economy, efficiency and effectiveness. As part of the duty to secure continuous improvement, a range of Key Performance Indicators (KPI) relevant to the Council's service priorities and key objectives were adopted each year and performance against all of the KPIs was reviewed on a quarterly basis.

A range of thirty-six Key Performance Indicators (KPI) were adopted for 2016/17 in March 2016. The KPIs were important to the improvement of the Council's services and comprised a combination of former statutory indicators and locally determined performance measures. The aim of the KPIs was to direct improvement effort towards services and the national priorities and local challenges arising from the social, economic and environmental context of the district. Progress in respect all of the KPIs was reviewed by Management Board and Overview and Scrutiny at the conclusion of each quarter, and service directors reviewed the KPI performance with the relevant portfolio holder(s) on an on-going basis throughout the year. Select

**Finance and Performance Management Cabinet Committee**  
**Thursday, 30 March 2017**

Committees were each responsible for the review of quarterly performance against specific KPIs within their areas of responsibility.

The position with regard to the achievement of target performance for the KPIs at the end of the third quarter (31 December 2016) was as follows:

- (a) 26 (70%) indicators had achieved the third quarter target;
- (b) 11 (30%) indicators had not achieved the third quarter target, although 4 (11%) of KPIs performed within the agreed tolerance for the indicator; and,
- (c) 31 (84%) indicators were currently anticipated to achieve the cumulative year-end target and a further 3 (8%) were uncertain whether they would achieve the cumulative year-end target.

The adoption of challenging but achievable KPIs each year was a key element of the Council's Performance Management Framework. The continued relevance of the existing KPI set for 2017/18 has recently been considered by Management Board and service directors had identified provisional targets for each indicator with the relevant portfolio holder(s), based on third-quarter performance (and the estimated outturn position) for the current year. The current KPIs were considered appropriate with the following changes:

- RES009, RES010, and RES011 – the website indicators to be deleted;
- COM006 - How many of the key building components required to achieve the Modern Homes Standard were renewed to be deleted; and
- There were no new indicators recommended for 2017/18.

Furthermore improvement plans would be developed for KPIs if and when they failed to achieve target and Management Board would also review the provisional targets for 2017/18 with any revisions to targets on the basis of the outturn position being reported to the Committee and the appropriate Select Committees in June 2017.

The Committee was requested to review Q3 performance for the 2016/17 set of KPIs and agree the proposed KPI set and targets for 2017/18.

Councillor G Mohindra commented that it had been disappointing that GOV007 (Appeals-Officers) would probably not meet its end of year target, although he was pleased to note that RES003 (Council Tax Collection) and RES004 (NNDR Collection) would meet their end of year targets.

**Resolved:**

- (1) That the Quarter 3 performance for the Key Performance Indicators adopted for 2016/17 be noted;
- (2) That the proposed Key Performance Indicators and targets for 2017/18 be agreed;

**Reasons for Decision:**

The KPIs provided an opportunity for the Council to focus attention on how specific areas for improvement would be addressed, and how opportunities would be exploited and better outcomes delivered. It was important that relevant performance management processes were in place to review and monitor performance against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under performance.

**Other Options Considered and Rejected:**

No other options were appropriate in this respect. Failure to review and monitor performance could mean that opportunities for improvement were lost and might have negative implications for judgements made about the progress of the Council.

**53. Quarterly Financial Monitoring**

The Director of Resources presented the Quarterly Financial Monitoring report on the key areas of income and expenditure for the period covering 1 April 2016 to 31 December 2016. The reports were presented based on which directorate was responsible for delivering the services to which the budgets related and the budgets themselves were the Revised Estimate. The salaries monitoring data was presented as well as it represented a large proportion of the authorities expenditure and was an area where historically large under spends had been seen.

The Committee noted that the Salaries budget showed an underspend of £148,000 or 0.9%. Neighbourhoods showed the largest underspend of £64,000, which related mainly to Forward Planning and Grounds Maintenance and Resources showed an underspend of £59,000 which related to Revenues and Housing Benefits. The investment interest were a little lower than budgeted, which was partly due to a delay in the payment from Biffa for the loan and there was little speculation about when rates might go up and more about whether they would go lower still or even negative.

Within the Governance Directorate, Development Control income was continuing the recent upward trend with fees and charges £59,000 higher than the budget to date and pre-application charges in line with the updated position. The fees overall were £35,000 higher than expected and so it looked likely that the full year budget would be exceeded. Building Control income was £6,000 lower than the budgeted and income was £1,000 down. The revised position on the ring-fenced account was a lower in year deficit than originally predicted but there was a surplus from previous years to draw upon. There was a lot of scanning work required for Building Control files and it was proposed to use some of the accumulated surplus to finance this work over the next few years.

Within the Neighbourhoods Directorate, the Public Hire licence income and other licensing was above expectations, although the Public Hire figures included £27,000 relating to future years so in reality income relating to 2016/17 was £7,000 down. The income from MOT's carried out by Fleet Operations was £9,000 below expectations and had been affected by the uncertainty around the relocation to Oakwood Hill, although had recovered slightly since the autumn. The account itself was budgeted to be in deficit by £40,000 due to the additional security costs at Oakwood Hill which were a temporary measure and should reduce accordingly. The Car Parking income was £14,000 below the estimate, however there was some income relating to this period that had been not received until February. The Local Land Charge income was £1,000 above expectations, although the budget had been reduced as there had been fewer searches undertaken. The actual for Recycling income was low when compared to expectations, although October credits expected in month 9 would not be received until January. In December 2016, the Cabinet agreed to some additional funding for the Waste Management contract and some of this expenditure was still due to be invoiced.

Within the Communities Directorate, expenditure and income relating to Bed and Breakfast placements had increased with the majority eligible for Housing Benefit. Whilst some of the costs would be reimbursed by the Department for Work and

**Finance and Performance Management Cabinet Committee**  
**Thursday, 30 March 2017**

Pensions, it would be only around 50% which would leave a similar amount to be funded from the General Fund. Growth of £28,000 had been included in 2016/17 for the additional costs though this now looked insufficient.

The Housing Repairs Fund showed an underspend of £510,000 and there were underspends showing on both Planned Maintenance and Voids work. There was also a variance on HRA Special Services which related partly to grounds maintenance and sheltered units.

This was the fourth year of operation for the Business Rates Retention Scheme whereby a proportion of rates collected were retained by the Council. The two aspects that were monitored were changes in the rating list and the collection of cash.

The resources available from Business Rates for funding purposes were set in the January preceding the financial year in question and once these estimates were set the funding available for the year was fixed. Any variation arising from changes to the rating list or provision for appeals, would not affect until future years and for 2016/17 the funding retained by the authority after allowing for the Collection Fund deficit from 2015/16 was £3,435,000. This exceeded the government baseline of £3,050,000 by some £385,000 and the actual position for 2016/17 would not be determined until May 2017. The cash collection at the end of December was £27,901,642 and payments out were £25,910,238, meaning the Council was holding £1,991,404 of cash and so the Council's overall cash position was benefitting from the effective collection of non-domestic rates.

There were three projects included on the Major Capital Schemes schedule which related to the House Building packages 1 and 2 and The Epping Forest Shopping Park.

In conclusion, the income was generally up on expectations and expenditure down. The increased income levels were very much welcomed from Development Control and the expenditure being below budget was not surprising as expenditure was usually heaviest towards the end of the financial year. The Committee were asked to note the position on both the revenue and capital budgets.

The Committee enquired whether there were any critical jobs vacancies with the Salaries underspend, particularly with regards to Forward Planning. The Director of Resources advised that there were not any critical jobs that were vacant, although most of the Forward Planning Team were consultants and this could change with the IR35 changes to employment.

Furthermore, the Committee was also very concerned with costs associated with the MOT's carried out by the Fleet Operations and the addition costs that had been accumulated due to the security requirements. Councillor Mohindra asked that further information be reported to the Committee on what were the actual costs of additional security, what lessons had been learnt and would this be sufficient for the future requirements. Members felt that the MOT section now needed to start to break even and generate income for the Council going forward.

**Resolved:**

- (1) That the Quarterly Revenue and Capital Financial Monitoring Report for 1 October 2016 to 31 December 2016 be noted; and
- (2) That additional information on the security issues and costs associated at Oakwood Hill depot be reported back to Members.

**Reasons for Decision:**

To note the third quarter financial monitoring report for 2016/17.

**Other Options Considered and Rejected:**

No other options available.

**54. Risk Management - Corporate Risk Register**

The Director of Resources presented a report regarding the Council's Corporate Risk Register.

The Corporate Risk Register had been considered by both the Risk Management Group on 9 March 2017 and Management Board on 15 March 2017. The reviews identified amendments to the Corporate Risk Register but no additional risks or scoring changes. The amendments were as follows;

(1) Risk 2 - Strategic Sites

The Effectiveness of controls/actions had been amended to advise the updated position for the key sites which included work continuing to progress well at the Winston Churchill site, a tri-partite agreement with the developer and Town Council progressing for the St. Johns site and construction at Langston Road continuing ahead of schedule, although issues with the highways works were to be reviewed with the Highway Authority. A report on the covenants and appropriations had been presented to Cabinet on 9 March 2017 for Waltham Abbey Leisure Centre.

(2) Risk 4 - Finance Income

The Vulnerability had been amended to advise there were likely to be further reductions to Government financing despite a four year settlement being in place. The key date had been amended to 20 July 2017 for the update of the Medium Term Financial Strategy.

The Director of Resources advised that the Committee undertook an annual review of the Risk Management Terms of Reference, Strategy and Policy Statement and were asked to note the annual review of the corporate risk management documents.

**Recommended:**

1. That the Effectiveness of controls/actions and Required further management action for Risk 2 be updated;
2. That the Vulnerability and Key date for Risk 4 be updated;
3. That, including the above changes, the amended Corporate Risk Register be recommended to Cabinet for approval.
4. That the Risk Management Strategy and Policy Statement be recommended to Cabinet for adoption; and

**Resolved:**

5. That the Terms of Reference of the Risk Management Group be noted.

**Reasons for Decisions:**

It was essential that the Corporate Risk Register was regularly reviewed and kept up to date.

**Other Options for Considered and Rejected:**

Members may suggest new risks for inclusion or changes to the scoring of existing risks.

**55. Any Other Business**

**Resolved:**

That, as agreed by the Chairman of the Cabinet Committee and in accordance with Section 100B(4)(b) of the Local Government Act 1972, the following items of urgent business be considered following the publication of the agenda:

- (a) Minutes – 6 March 2017.

**56. MINUTES**

**Resolved:**

That the minutes of the meeting held on 6 March 2017 be taken as read and signed by the Chairman as a correct record.

**CHAIRMAN**

## EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

**Committee:** Asset Management and Economic Development Cabinet Committee **Date:** Thursday, 13 April 2017

**Place:** Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 7.45 pm

**Members Present:** Councillors A Grigg (Chairman), H Kane, G Mohindra and G Waller

**Other Councillors:**

**Apologies:** - W Breare-Hall

**Officers Present:** C Pasterfield (Consultant), Q Buller (Local Strategic Partnership Manager), A Hendry (Senior Democratic Services Officer) and S Kits (Social Media and Customer Services Officer)

**Also in attendance:**

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### 38. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet and that the Council had adopted a protocol for the webcasting of its meetings.

### 39. SUBSTITUTE MEMBERS

The Cabinet Committee noted that there were no substitute members.

### 40. DECLARATIONS OF INTEREST

There were no declarations of interest pursuant to the Council's Code of Member Conduct.

### 41. MINUTES

#### **Resolved:**

That the minutes of the meeting held on 26 January 2017 be taken as read and signed by the Chairman as a correct record.

### 42. ECONOMIC DEVELOPMENT - PROGRESS REPORT

The Local Strategic Partnership Manager, Mr Buller, presented a report to the Cabinet Committee and updated them on a number of projects and issues being explored by the Economic Development Team.

It was noted that:

- The Tourism Website had now been live for more than two weeks. It had a soft launch and was not advertised, but was ready for the Easter holidays. During the first week the number of visits to the site rose by 50% and by the end of the period they had more than a thousand page views more than they had in one week of August last year. This boded well for the future;
- The final designs for sign posts in Waltham Abbey had now been signed off. The scheme was to provide visitors to the town centre an effective navigational system that would enable them to explore the town's attractions. It was anticipated that the 5 day build would be completed by mid-summer; and
- On the one business briefing, 350 copies had been downloaded, a record number. Printed versions were also available and we have had good feedback on these.

Councillor H Kane asked if the Epping Forest Museum was mentioned on the website. Mr Buller said that it was. The new website was a direct replacement for the old one, so everything covered in the old one was in the new one. In fact the museum was the most covered attraction in the district, getting as much exposure as possible.

Councillor H Kane added that she would like to thank, on behalf of the town partnership, the officers who went and gave a presentation in Waltham Abbey and for all their support. The Town partnership has received the money forwarded to EFDC from ECC.

**RESOLVED:**

That the progress and work programme of the Council's Economic Development Section was noted.

**43. ASSET MANAGEMENT DEVELOPMENT PROJECTS - PROGRESS REPORT**

The Director of Neighbourhoods presented a report to the Cabinet Committee on the progress of the Asset Management Economic Development Projects. The Chairman noted that there was also a late updating report issued on 'yellow' and under section 278 road works it should have said that a progress meeting had been held on 7 April. It was agreed that they would have a general update but would then go into private session when they came to consider the Epping Forest Shopping Park to enable members to ask questions about the individual leases etc.

Mr Macnab introduced this regular update. It was noted that:

- In respect with the Oakwood Hill Depot in Loughton, a replacement depot for front line services, relocated from Langston Road. The opportunity was taken to increase the office accommodation by adding a mezzanine floor. The opportunity was taken to look to the re-accommodation of our Housing Repair service, relocation from the St. John's Road redevelopment. An officer working team has been formed and members have had some site visits. They would bring some options in the near future;
- In Pyrles Lane Nursery in Loughton they had undertook initial marketing work on this site, but held in abeyance as to such time as the council reached a position on the formation of a housing company; a good site for them to start with. But after due consideration the Cabinet Finance Committee and the Council House building Committee had agreed that this would not be happening. A report will go to the June Cabinet meeting on the marketing of the Pyrles Lane nursery site;



- St John's Road Epping; we acquired the Essex County Council's interest, back in December 2016. Since then there has been tripartite negotiations between EFDC, Epping Town Council and Frontier Estates, aimed at ensuring that not only the socio-economic development benefits were achieved but that also the community benefited;
- As for North Weald Airfield, after some soft market testing by Savills on prospective development partners, we were disappointed with the number of external partners that came forward. However with the progress of the Local Plan we have taken the opportunity for Arup Ltd to assess the potential scale and mix of employment uses for the airfield and have completed their initial employment assessment as part of the Local Plan;
- The site of the former Winston Churchill Public House in Loughton, the show home on the site was now open and being advertised, along with two bedroom flats. We had appointed joint marketing agents for the ground floor retail spaces on this site. Potentially looking to be open around September of this year; and
- The S106 agreement for the Hillhouse Development in Waltham Abbey has now been completed and Places for People will be submitting their planning application by the end of this month, with a view of opening their new facilities in November 2018.

Councillor Mohindra said that he had asked for a report on the Oakwood Hill Depot on the alarm system and problems and any lessons learnt. Mr Macnab added that the problems with the alarm system has now been resolved but at considerable costs by appointing an overnight security guard in the absence of an alarm system. We will be discussing this with the contractor with a view to getting some recompense.

**RESOLVED:**

That the current progress on the Council's Asset Management and Development projects were noted.

**44. EPPING FOREST SHOPPING PARK - PROGRESS REPORT**

The Committee went on to consider that late report on the Epping Forest Shopping Centre, noting that they would be going into private session later to discuss the commercially sensitive aspects of this scheme.

Mr Pasterfield, the Assistant Management Development Consultant, introduced the report, noting that the Shopping Park was progressing well. The last meeting with the main contractor, Mcloughlin & Harvey was held on 30 March 2017. Progress had been good but some delays had been experienced due to additional work for shop fittings which would carry on past the completion date. Concreting and asphaltting of the service road will be completed on 19 April. This would have to cure for a month before it could be used by heavy vehicles. The Park is looking very finished now and they have started scaling down and the site offices are being moved away. They have finished the car park including white lining. The programme for the shop fitting is being brought together. Clearly some tenants take a shorter time to fit out while others take longer as they have more sophisticated requirements.

With regard to the Section 278 road works, progress has been made Essex County Council were helping in some areas. They were still asking us to carry out resurfacing work to Barrington Green South outside the Sainsbury's Service entrance. There was some indication that they may contribute towards this so officers were pursuing this. We had to use only contractors that have been approved, for

example for electrical works, and this was slowing us up. Works would be going into September, but most of the works would be completed by mid August.

Councillor Mohindra asked if we were still on course for an autumn opening. He was told that we were looking to be opened by mid September, with some tenants looking to open in the summer.

Councillor Mohindra then asked about the Abridge Road junction to be opened up to the public in April; did we have an exact date. And secondly, Essex County Council, Highways; has our relationship improved with them as they have been a source of frustration for some time, putting onerous requirement on us. Mr Pasterfield replied that our relationship with the people on site was good although there was a fragmented relationship with ECC Highways, who tended not to attend site meetings and as a result did not understand our requirements and the results this could have on costs and the programme. With regard to the first point, the junction at Abridge has now been resurfaced and the traffic lights are in; footpaths have been laid out and nearly completed. The traffic lights have to be connected up and this was where we were having problems with Essex, signing off with UK Power, this was what we were chasing up all week. The final handover has now slipped into May.

Councillor Mohindra asked if the white lines were now down. Mr Pasterfield said that he did not think so as this would be the last thing to be done.

Mr Macnab said that ECC have now pulled back from the requirements to resurface Barrington Drive, North and other things tend to make us think that things were improving.

Councillor Waller said he understood that there were initially going to be 10 electric vehicle charging points with the potential to increase the number to 20. Had any thoughts been given to publicising this fact as these will be the first that we had? The Chairman said that there would be some publicity along with publicising the opening of the shopping park. Mr Macnab added it would happen in combination between us and the tenants marketing people and they would be flagging this as a strong selling point. Councillor Mohindra understood that throughout Essex there were only 60 charging points and we would then be leading on this.

Mr Pasterfield added that next week they would have a meeting with Savills, the management agents for the shopping park once completed. They have been providing useful advice throughout the process. From practical completion on 15 June the Building Contractor would effectively be gone and the shopping park would be ours. The meeting will be about the management requirements we would need to look after this, and they would also be dealing with the charging points and would have their suggestions on how this could be marketed.

The meeting then went into private session to discuss individual tenants and their requirements which were commercially sensitive.

**RESOLVED:**

That the progress on the Council's Epping Forest Shopping Park was noted

**45. ANY OTHER BUSINESS**

The Cabinet Committee noted that there was no other urgent business for consideration.

**46. EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED:**

That the public and press be excluded from the meeting for the items of business set out below on the grounds that they would involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972:

<b><u>Agenda Item No.</u></b>	<b><u>Subject</u></b>	<b><u>Exempt Information Paragraph Number</u></b>
7a	Epping Forest Shopping Park	3

**CHAIRMAN**

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## **Report to the Cabinet**

**Report reference:** C-001-2017/18

**Date of meeting:** 15 June 2017



**Epping Forest  
District Council**

**Portfolio:** Planning and Governance

**Subject:** Epping Forest District Local Plan - Implementation

**Responsible Officer:** Alison Blom-Cooper (01992 564066).

**Democratic Services:** Gary Woodhall (01992 564470).

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### **Recommendations/Decisions Required:**

- (1) To note the corporate implications for delivery and implementation of the Local Plan, including the need to establish appropriate processes and arrangements and put in place the necessary resources;
- (2) To agree the emerging approach to the production of Strategic Masterplans in the District, including the identification of sites/areas (subject to progression of the Local Plan) requiring the production of a Strategic Masterplan; and
- (3) To agree the emerging approach to the introduction of Planning Performance Agreements associated with the progression of sites identified for allocation through the emerging Local Plan.

### **Executive Summary:**

In accordance with the National Planning Policy Framework, the Council is required through the Local Plan to plan to meet the short and long term objectively assessed development needs of the District. This will require a significant step-change in future levels and complexity of development being brought forward in the District which will need to be managed and overseen by the Council. Alongside the progression of the Local Plan, the Council therefore needs to establish the necessary processes and arrangements to prepare for the delivery of the planned level of development and infrastructure. Taking such steps now will help the Council to demonstrate at local plan examination that the plan is deliverable and therefore sound. An action plan is being developed to progress this work. This includes the preparation of a framework for the production of Planning Performance Agreements appended to this report. A draft has been discussed with the Developer Forums, Members, the Local Plan Officer Working Group and with Management Board. In addition, these groups have considered where and how Strategic Masterplans should be produced and the proposed sites/areas requiring such an approach are appended to this report. Once the approach has been approved the Council will need to ensure that the necessary skills and resources are put in place in a timely fashion to enable Local Plan implementation to progress as proposed.

### **Reasons for Proposed Decision:**

To support the successful progression of the Local Plan and ensure that the Council takes a pro-active position in managing and delivering development and infrastructure requirements.

To ensure that the Council is in the strongest possible position to resist speculative and potentially inappropriate development proposals that do not form part of the emerging Local Plan.

### **Other Options for Action:**

To delay the work associated with the implementation of the Local Plan, or to adopt a less pro-active approach to managing and overseeing the development and infrastructure proposals emerging as part of the Draft Local Plan which would carry a risk that the plan would not be seen as deliverable at examination and therefore not sound.

### **Report:**

1. In accordance with the National Planning Policy Framework, the Council is required through the Local Plan to plan to meet short and long term objectively assessed development needs. This requires a step-change in the future levels and complexity of development which will need to be managed and overseen by the Council. During the Examination-in-Public of the Local Plan, the appointed Planning Inspector will require evidence to demonstrate that the Council is able to deliver the required levels of development set out in the Plan, and provide for a five year supply of deliverable housing land against objectively assessed housing need targets. Otherwise, there is a risk that the Local Plan will not be found to be 'sound'.

2. Alongside the progression of the Local Plan, the Council therefore needs to establish the necessary processes and arrangements to prepare for the delivery of the level and complexity of development and infrastructure proposed. It is important for the Council at the earliest opportunity to proactively and constructively work to ensure that the growth planned as part of the Local Plan will be delivered in a high quality and cohesive fashion, accompanied by the required infrastructure.

3. Through discussions with Members, the Developer Forums, the Local Plan Officer Working Group, and Local Plan Implementation Action Plan Group (a sub-group of the Local Plan Officer Working Group) the Council has begun the process of 'front-loading' and managing the strategic growth proposals emerging as part of the Draft Local Plan. 'Front-loading' the planning process enables the Council to ensure engagement with site promoters/developers in advance of the formal application processes in order to ensure that requirements of the local community are clearly articulated and understood at the earliest possible opportunity, whilst also enabling the timely delivery of much needed housing in accordance with challenging requirements. Undertaking this work will significantly increase the chances that the Local Plan will ultimately be found 'sound', enabling it to be adopted by the Council in due course, and will ensure that the Council can continue to successfully resist speculative and potentially inappropriate development proposals that do not form part of the emerging Local Plan.

4. The production of Strategic Masterplans will enable the Council to shape, manage and coordinate the future planning, design, character and layout of strategic development and infrastructure on key sites. In addition, the Council can require the production of Design Codes to guide and regulate the design of individual sites and / or areas in the future, and implement a Quality Review Panel to ensure the expert and impartial review of emerging development schemes prior to the submission of planning applications.

5. A framework for the production of Planning Performance Agreements has been prepared (provided as Appendix 1) following discussions with the Developer Forum, Members, the Local Plan Officer Working Group and with Management Board. The Council will seek to recover costs associated with establishing the additional resources and skills

required to undertake the above tasks through the establishment of Planning Performance Agreements and the potential uplift in planning application fees by 20% where the additional fee income is used to support the planning service.

6. The Council invited informal comments from the Developer Forum on the proposed Planning Performance Agreement frameworks and Strategic Masterplans in late May 2017 in relation to the principles and high level content of each document. It was acknowledged that in practice each Agreement and Masterplan would be bespoke and agreed separately. Comments received have been reviewed by Officers and in summary there is broad support amongst promoters with regard to EFDC's proposed approach. Some promoters raised concern at the lack of detail contained within the proposed framework templates at this stage (e.g. detailed payment milestones and timescales). However, this will be provided in due course once the Council, stakeholders and promoters are at a point where it is appropriate to enter into an agreement. Other promoters commented that EFDC will be required to work with other authorities and bodies (e.g. Harlow Council, East Herts Council and Essex County Council) and that this support should be included within the report. Officers acknowledge this issue and that buy-in from these bodies will be needed from the outset of each Agreement and Strategic Masterplan. Those bodies have been involved in the developer forum discussions and are aware of the Councils proposals. It is important that PPAs are flexible and tailored on an individual basis to meet specific site-by-site requirements.

7. In addition, the Council has considered where and how Strategic Masterplans should be produced (provided as Appendix 2). Subject to agreement of the recommended approach, the Council must ensure that the necessary skills and resources are put in place in a timely fashion to enable Local Plan implementation to progress. Current resources within the Planning Policy team are focused on undertaking the extensive work required to progress the Local Plan, and are also being utilised to progress work streams associated with the progression of the Harlow and Gilston Garden Town, together with overseeing Local Plan implementation. This is resulting in existing resources being stretched. Further work to successfully progress the Local Plan and its implementation, together with work required to support and progress the Garden Town will require a wide ranging corporate focus to be taken. It will be necessary to utilise resources from across the organisation, as well as attracting additional resources into the organisation.

8. Officers are preparing to commission a suitably qualified external consultant to undertake a skills audit which will identify where additional skills and resources are likely to be required, and establish options in relation to how the Council can seek to introduce the additional skills and resources. It is intended that Management Board and the Local Plan Implementation Group will meet to consider the findings and recommendations of the consultant before recommendations are made to Cabinet.

9. The work required to implement the Local Plan will have considerable implications for all Council services, and for Councillors, not just for the planning service of the Council. There will be a requirement for a range of services and specialisms to input on a regular basis into the production of Strategic Masterplans and planning proposals. The successful implementation of the Local Plan will also require further consideration to be given to the role that elected Members take in the progression of plans associated with sites proposed for allocation. The Council will need to 'front-load' engagement with site promoters/developers in advance of the formal application processes. It will be necessary to ensure that the constitution, both in terms of its articles and rules (including 'Planning Protocol') enables elected Members to engage appropriately (avoiding the potential risks or perception of pre-determination) in the production of Strategic Masterplans, engagement with the community and in pre-application discussions with applicants. In addition, it would be advisable to ensure that Members can be kept briefed in relation to emerging development schemes prior to determination of planning applications by the Council. The need to front-load the planning

process and engage in the additional processes associated with the implementation of the Local Plan is likely to result in an increase in the number of meetings that elected Members are required to attend. This in turn will require a review of relevant governance and committee arrangements accordingly. This would include the current structure, number of committees and delegation arrangements.

10. None of the work proposed above associated with Local Plan implementation binds the Council to the proposed development sites set out within the Draft Local Plan. The proposed processes and ongoing discussions taking place through the Developer Forums acknowledge that the Draft Local Plan may change prior to Pre Submission publication, Examination-in-Public and Adoption. It is also important to consider that the appropriate phasing of masterplans will play a key role in ensuring deliverability, and this needs to firmly tie into the development trajectory set out within the Local Plan. Whilst work to advance some strategic masterplans will commence in the shorter term, this will not be true for every masterplan, and some may be at a later point in time. As an example the Chigwell Strategic Masterplan will likely be brought forward towards the end of the plan period, whereas the North Weald Bassett Strategic Masterplan might be advanced sooner, subject to agreement by all parties.

11. As explained within Appendices 1 and 2, if the Council carefully considers the approach to Local Plan implementation as proposed in order to front-load the planning process, and can successfully introduce Planning Performance Agreements with relevant landowners/developers, it should be possible to ensure that the activities and additional resources required will ultimately be cost neutral to the Council. However, this does require upfront investment by the Council in order to ensure that Planning Performance Agreements are taken forward collaboratively with key stakeholders, factoring in the appropriate and necessary costs in a fair and transparent manner. It is vitally important that entering into a Planning Performance Agreement is mutually beneficial, both to the Council and to the landowner/ developer who in turn will require assurance that they will receive a dedicated carefully considered service, representing value for money, and ultimately providing greater certainty in relation to the progression of their proposals. It should be noted that entering into a Planning Performance Agreement does not in any way guarantee that planning permission will ultimately be granted by the Council.

12. A further report will be provided to the Cabinet in July providing details of the analysis of the Local Plan consultation.

### **Resource Implications:**

As set out within the report and its appendices, the implementation of the Local Plan will have considerable resource implications for all service areas within the Council. Officers are preparing to commission a suitably qualified external consultant to undertake a skills audit which will identify where additional skills and resources are likely to be required, and establish options in relation to how the Council can seek to introduce the additional skills and resources. It is intended that Management Board and the Local Plan Implementation Group will meet to consider the findings and recommendations of the consultant before recommendations are made to Cabinet.

If the Council carefully considers the approach to Local Plan implementation as proposed in order to front-load the planning process and introduce Planning Performance Agreements with relevant landowners/developers, the Council can seek to recover costs related to the activities and additional resources required. However, this does require upfront investment by the Council in order to ensure that Planning Performance Agreements are taken forward collaboratively with key stakeholders, factoring in the appropriate and necessary costs in a fair and transparent manner.



Further work to successfully progress the Local Plan and its implementation, together with work required to support and progress the Garden Town, will require a wide ranging corporate focus to be taken. It will be necessary to utilise resources from across the organisation, as well as attracting additional resources into the organisation.

### **Legal and Governance Implications:**

As set out in paragraph 9 above the work required to implement the Local Plan will have considerable implications for all Council services, and for Councillors, not just for the planning service of the Council. It will be necessary to ensure that the Constitution enables elected Members to engage appropriately (avoiding the potential risks or perception of pre-determination) in the production of Strategic Masterplans, engagement with the community and in pre-application discussions with applicants. The need to front-load the planning process and engage in the additional processes associated with the implementation of the Local Plan is likely to result in an increase in the number of meetings that elected Members are required to attend. This in turn will require a review of relevant governance and committee arrangements accordingly.

Planning performance agreements are intended to be agreed in the spirit of a 'memorandum of understanding'. They are not intended to be a legally binding contract, and the Framework seeks to clarify this.

### **Safer, Cleaner and Greener Implications:**

Through discussions with members, the Developer Forums, Local Plan Officer Working Group, and Local Plan Implementation Action Plan Group (a sub-group of the Local Plan Officer Working Group) the Council has begun the process of 'front-loading' and managing the strategic growth proposals emerging as part of the Draft Local Plan.

The production of Strategic Masterplans will enable the Council to shape, manage and coordinate the future planning, design, character and layout of strategic development and infrastructure on key sites and ensure that safer, cleaner and greener implications are considered at an early stage and that appropriate green infrastructure is incorporated within development proposals.

### **Consultation Undertaken:**

This report, together with its appendices, has been prepared following discussions through the Developer Forum, with Members, the Local Plan Officer Working Group and with Management Board.

### **Background Papers:**

- National Planning Policy Framework (2012)
- Epping Forest District Draft Local Plan (2016)

### **Risk Management:**

The continued progression and implementation of the Local Plan is required in order to manage and mitigate the risks of potential speculative or uncoordinated development across the District. The recommendations of the report seek to ensure that the Council produces a Local Plan that will ultimately be considered 'sound' at Examination-in-Public, whilst also ensuring that the Council provides a sufficient supply of deliverable housing land to meet short and long term targets. The report seeks to bring forward the planning of development

in the District in order to ensure that a joined up, collaborative approach is taken to the planning and delivery of high quality development and infrastructure to meet the future needs of the District in the most appropriate and sustainable manner possible.

# Equality analysis report

Use this report template to record your equality analysis. This report is a written record that demonstrates that you have shown *due regard* to the need to **eliminate unlawful discrimination, advance equality of opportunity** and **foster good relations** with respect to the personal characteristics protected by equality law. Due regard must be paid at formative stages of policy or service development, changes, or withdrawal.

To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

If you require further help, please contact the Performance Improvement Unit.

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	To consider the delivery and implementation requirements for the Local Plan
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	To consider the corporate implications including the need to establish appropriate processes, skills and resources needed to deliver the Local Plan, agree approach to the production of Strategic Masterplans including the identification of areas requiring the production of a Strategic Masterplan and to agree the approach to the introduction of Planning Performance Agreements
Relationship with other policies / projects:	Epping Forest District Local Plan
Name of senior manager for the policy / project:	Alison Blom-Cooper
Name of policy / project manager:	David Coleman

## Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.  <i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in</i>	If no, state reasons for your decision:  The project involves the introduction of processes/procedures which

some way.	will enable the delivery of the Local Plan to benefit all residents in the district
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### Step 3. Gather evidence to inform the equality analysis

What evidence have you gathered to help you understand the impact of your policy or service change or withdrawal on people? What does your evidence say about the people with the protected characteristics? If there is no evidence available for any of the characteristics, please explain why this is the case, and your plans to obtain relevant evidence. Please refer to Factsheet 2 '*Sources of evidence for the protected characteristics*'

<i>Characteristic</i>	<i>Evidence (name of research, report, guidance, data source etc)</i>	<i>What does this evidence tell you about people with the protected characteristics?</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

### Steps 4 & 5 Analyse the activity, policy or change (*The duty to eliminate unlawful discrimination*)

Based on the evidence you have analysed, describe any actual or likely adverse impacts that may arise as a result of the policy decision. Where actual or likely adverse impacts have been identified, you should also state what actions will be taken to mitigate that negative impact, ie what can the Council do to minimise the negative consequences of its decision or action.

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		

Marriage and civil partnership		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

### Step 6.

#### The duty to advance equality of opportunity

Can the policy, service or project help to advance equality of opportunity in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and maternity		
Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

#### The duty to foster good relations

Can the policy, service or project help to foster good relations in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>How this policy, service or project can foster good relations:</i>	<i>Why this policy, service or project cannot help to foster good relations:</i>
Age		
Dependents / caring responsibilities		
Disability		
Gender reassignment		
Pregnancy and maternity		

Race / ethnicity		
Religion or belief		
Sex		
Sexual orientation		

### Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis (add additional rows as required):	Name and job title of responsible officer	How and when progress against this action will be reported
No action required as it does not adversely affect any particular group of persons	Alison Blom-Cooper	The implementation and delivery of the Local Plan will be monitored as part of the Annual Monitoring Report. The Plan submitted for examination by the Inspector will be accompanied by a full Equality Impact Assessment

Name and job title of officer completing this analysis:	Alison Blom-Cooper
Date of completion:	1/6/17
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Alison Blom-Cooper Interim Assistant Director
Date of authorisation:	
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	

### Step 8. Report your equality analysis to decision makers:

Your findings from this analysis (and any previous analysis) must be made available to a decision making body when it is considering the relevant service or policy.

Therefore you must:

- reflect the findings from this analysis in a 'Due Regard Record' (template available), and attach it as an appendix to your report. The Record can be

updated as your policy or service changes develop, and it exists as a log of evidence of due regard;

- Include this equality information in your verbal report to agenda planning groups or directly to portfolio holders and other decision making groups.

**Your summary of equality analysis must include the following information:**

- if this policy, service change or withdrawal is relevant to equality, and if not, why not;
- the evidence base (information / data / research / feedback / consultation) you used to help you understand the impact of what you are doing or are proposing to do on people with protected characteristics;
- what the evidence base (information / data / research / feedback / consultation) told you about people with protected characteristics;
- what you found when you used that evidence base to assess the impact on people with the protected characteristics;
- whether or not your policy or service changes could help to advance quality of opportunity for people with any of the protected characteristics;
- whether or not your policy or service changes could help to foster good relations between communities.

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**Epping Forest District Council**  
**Planning Performance Agreement Framework**  
**Version 1.1**

The following document sets out an initial framework for Planning Performance Agreements (PPAs) in Epping Forest District, recognising that each one will be bespoke to the site(s) in question. Green highlighting signifies text that will most likely be amended for each PPA.

PPAs are voluntary agreements entered into by Councils and landowners / site promoters (and potentially other stakeholders) to set the principles and timetable for the preparation and determination of major or significant planning applications.

Planning Practice Guidance (Paragraph: 016 Reference ID: 20-016-20150326) explains that a PPA is:

*“a project management tool which the local planning authorities and applicants can use to agree timescales, actions and resources for handling particular applications. It should cover the pre-application and application stages but may also extend through to the post-application stage. PPAs can be particularly useful in setting out an efficient and transparent process for determining large and/or complex planning applications. They encourage joint working between the applicant and local planning authority, and can also help to bring together other parties such as statutory consultees. A PPA is agreed voluntarily between the applicant and the local planning authority prior to the application being submitted, and can be a useful focus of pre-application discussions about the issues that will need to be addressed.”*

Through the establishment of this PPA Framework, the Council intends to promote pro-active, positive planning, which is ‘front-loaded’, and ensures coordination in the provision and delivery of high quality development and associated infrastructure. The Framework is intended to provide a template and a consistent basis to develop PPAs with landowners / site promoters as required. The final content of each PPA is likely to vary, depending on the circumstances and context.

EFDC will seek to agree that PPAs are established at the earliest possible stage to ensure the timely delivery of the [draft] site allocations within the Local Plan. By doing so, EFDC are able to promote a ‘front-loaded’ project managed approach to the progression and delivery

of development proposals with landowners / site promoters, together with the resources required to achieve this.

Through the agreement of PPAs, EFDC will seek to ensure that planning proposals are developed as appropriate in coordination with Council services, as well as with key stakeholders such as Essex County Council wherever possible. By putting in place PPAs at the earliest possible stage in the process, the Council will be able to provide the services required to provide clarity to landowners / site promoters through the planning process, whilst also seeking to ensure that the production of proposals for sites identified for allocation within the emerging Local Plan are high quality, reflecting both the policy requirements of the Council, and the requirements and aspirations of the local community.

It is important to note at the outset that owing to the need to retain flexibility through the PPA process, it will not be possible at this stage to set out many of the specific details or scope that will be required in a final PPA. The purpose of this Framework is to establish the broad parameters and form for PPAs, and it is acknowledged that further detailed discussions relating to matters such as scope, timescales and payment milestones will ultimately be required on an agreement-by-agreement basis.

PPAs are intended to provide a mechanism to enable the timely delivery of development associated with the Local Plan by ensuring that sufficient skills, expertise and resources are in place to facilitate the progression of planning proposals, encouraging a project managed approach, and wherever possible avoiding unnecessary delays and blockages which may otherwise frustrate progress. The Council recognises the need to deliver high quality timely development in accordance with the Local Plan housing trajectory, in order to demonstrate that allocations are deliverable, and to achieve a 'sound' Local Plan. It also recognises the importance in achieving a sufficient supply of deliverable housing to meet the short and long-term needs of the District.

When entering into PPAs with landowners / site promoters, the Council will seek to recover the costs of the production of Strategic Masterplans (where they are necessary), pre-application discussions, Quality Review Panel (where appropriate), Design Coding (where appropriate), determination of planning applications, establishment of planning obligations and implementation post determination. The presence of a PPA does not guarantee that a Strategic Masterplan or planning application will be endorsed / granted, and only commits EFDC to delivering outcomes within agreed timescales.

Planning Practice Guidance (Paragraph: 023 Reference ID: 20-023-20150326) stipulates that:

*“PPAs are intended to be agreed in the spirit of a ‘memorandum of understanding’. They are not intended to be a legally binding contract, unless the parties wish to approach it in this way. It is helpful to be clear about its status in the planning performance agreement itself.”*

The Framework seeks to clarify this accordingly.

The Council recognises that the PPA Framework will need to be reviewed and amended over time to reflect the progress of the Local Plan, Strategic Masterplans, and the evolution of other associated processes. It is also recognised that it is not possible to provide detailed requirements associated with the later stages of the planning and delivery of sites at this point in time, and that the Framework will therefore need to be updated over time to reflect progress accordingly.

More information on the role of PPAs can be found in the National Planning Practice Guidance - <https://www.gov.uk/guidance/before-submitting-an-application#planning-performance-agreements>

This Planning Performance Agreement (PPA) is made [ xx ] day of [ xxxxxx ] 20[ xx ]  
between:

(1) [ Epping Forest District Council  
Civic Offices, 323 High Street, Epping, Essex, CM16 4BZ ("EFDC") ]  
and

(2) [ xxx, address ] ("Landowner")  
[and]

[ Additional parties can be added as necessary e.g. Essex CC, Natural England,  
Environment Agency, etc ]

## 1. Introduction & Purpose

- 1.1 This Planning Performance Agreement (PPA) between the parties named provides a project management framework for handling this proposed [major/coordinated] planning application(s) from Strategic Masterplanning and pre-application, through to determination [and implementation]. This framework is intended to improve and speed up the planning process by committing all parties to an agreed timetable containing milestones that make clear the level of resources and actions that are required and ensure that all key planning issues are properly considered and resolved at the earliest possible stage.
- 1.2 In accordance with Planning Practice Guidance PPAs are intended to be agreed in the spirit of a 'memorandum of understanding'. They are not intended to be a legally binding contract. Alongside PPAs the Council will also be seeking to agree Statements of Common Ground with landowners / site promoters in relation to sites included for allocation to support and demonstrate the deliverability of the Local Plan at the Examination-in-Public.
- 1.3 The PPA will provide a mechanism to manage the process of bringing forward eventual planning applications to deliver the development envisaged by the Epping Forest District Local Plan. If appropriate, this approach may also be used to handle any other *ad hoc* development proposals for major schemes. The presence of a PPA does not guarantee that any Strategic Masterplan or planning application will be endorsed / granted by EFDC.
- 1.4 This PPA relates to land at [xxx] (Site Plan at Appendix 1), where development is proposed by the [Draft] Local Plan. Draft Policy SP [ X ] [other policy reference as appropriate] identifies the scale of development that is expected to be delivered, together with other relevant key requirements. The Landowner(s) has promoted the land and development through the Local Plan process and it has been assessed as a potentially appropriate site for a [major] development scheme. The Landowner(s) will continue to positively promote the site through the Local Plan process, and will continue to engage proactively with EFDC via the Developer Forum and other relevant mechanisms.

## **2 Planning Context**

- 2.1 Epping Forest District Council published the Draft Local Plan for consultation between October and December 2016. This document identified the sites that the Council considered at this stage should be allocated for residential development and traveller purposes, and in due course sites for employment and/or other forms of development will also be identified as required. A number of these sites are within the Green Belt, and represent significant additional growth to existing settlements. It is necessary to ensure these sites are delivered in a cohesive and timely manner to fully realise the aspirations of the Local Plan.
- 2.2 The preparation of the Draft Local Plan is supported by a wide range of evidence, all of which is available to guide the way in which the development will be delivered. In addition, the Council intends to prepare site guidance for allocated sites where appropriate, which will be published in the Pre-Submission version of the Local Plan. It is intended that this will set out the broad principles and requirements for each site, which in some cases will be further supplemented by Strategic Masterplans as necessary.
- 2.3 EFDC is seeking to work with landowners / site promoters in a collaborative and open way, in order to bring forward the development envisaged by the Local Plan in a timely fashion. The principles for communicating and engaging with local and other relevant stakeholders are set out in Section 5 below.
- 2.4 [ Where Strategic Masterplans are identified as being required, the scope of this PPA will be extended to incorporate this element. ]
- 2.5 In March 2017, EFDC agreed a revised Local Development Scheme which identifies the timetable for the further preparation of the Local Plan. It is intended that the Pre-Submission representation period will take place in January/February 2018, with subsequent submission to the Planning Inspectorate in May 2018.

## **3 Governance**

- 3.1 Delivery of the development envisaged by the Local Plan will be the responsibility of the project leads as follows:
- Xxx, Position, EFDC

- Xxx, Position, landowner / planning agent
- Xxx, Position, ECC [if appropriate]

3.2 In addition a project team reporting to the project leads will be established comprising:

- Development Management Officer, EFDC
- Planning Policy Officer, EFDC
- Land Drainage Engineer, EFDC
- Affordable Housing Officer, EFDC
- Legal Officer, EFDC
- Conservation Officer, EFDC
- Tree and Landscaping Officer, EFDC
- Countryside Officer, EFDC (for ecology/biodiversity)
- Leisure Officer, EFDC (for open space and leisure requirements)
- (If necessary – Asset Management/Economic Development Officer, EFDC)
- [ Additional personnel – landowner / planning agent as appropriate ]
- [ Additional personnel - statutory stakeholders as appropriate ]
- [ Additional personnel – representative(s) from Essex County Council / other local planning authorities as appropriate ]

3.3 The EFDC lead officer, or substitute as appropriate, will ensure that Senior Management and Members are kept apprised of progress against key milestones. Members will be engaged throughout the process of preparing Strategic Masterplans, pre-application planning advice, planning application(s) and implementation in accordance with EFDC's Planning Protocol and constitution.

3.4 The Developer Forum will continue to provide a mechanism to share and discuss information about the Local Plan and its implementation, and to understand the key principles of development across the District.

#### **4 Project Vision & Objectives**

4.1 The overriding objective is to achieve a successful, high quality development, that meets the requirements and aspirations of the policies set out within the emerging Local Plan, as well as the local community. The site is identified in the [Draft] Local Plan, and it is anticipated that this open and transparent process will aid the delivery of sites and associated infrastructure at the appropriate time.

- 4.2 The PPA will help to deliver development(s) that provides the appropriate range and type of uses, as required by Local Plan [and Neighbourhood Plan] policy as applicable. It will also ensure that the progression of plans will take into account the other sites that are to be developed as part of the delivery of the Local Plan, and any requirement for joint or coordinated Strategic Masterplanning that may result.

## **5 Community, Member & Stakeholder Engagement**

- 5.1 The landowner will be expected to support community and Member engagement as agreed with the EFDC officer team. The scope and nature of engagement is likely to include the following elements:

- Strategic Masterplanning stage – including use of Quality Review Panel, community consultation events and exhibitions, presentations and reporting to Members and stakeholder groups as appropriate, cooperation with Neighbourhood Planning groups as necessary
- Pre-application stage – including use of Quality Review Panel, Development Management Forum or appropriate Committee, presentation and reporting to Members and community groups as appropriate
- Planning application stage – during outline and detailed planning applications, to include use of Quality Review Panel as appropriate, agreement of Design Codes (where appropriate), engagement with the Development Management Forum or appropriate Committee, presentation and reporting to Members and community groups as appropriate, open liaison on s.106 agreements
- Post determination implementation – regular liaison with Members & community groups providing updates on implementation including any sign off of pre-commencement conditions, monitoring of implementation of consented development

- 5.2 It is anticipated that a Development Management Forum will be established in due course to sit alongside the existing Planning Committees and the Developer Forum, and that landowners / site promoters will engage with this Forum. It will provide a mechanism for Members to be kept informed of progress and receive presentations in a public arena. [the scope and nature of the Forum is to be determined]



- 5.3 The scope and timing of community, Member and stakeholder engagement is to be agreed in advance with EFDC in order to ensure a coordinated and joined up approach is taken alongside engagement being undertaken as part of the Local Plan and avoid 'consultation fatigue' and confusion.

## **6 Project Programme & Key Milestones**

- 6.1 The project programme is included at Appendix 2. This is informed by the overall development and infrastructure phasing trajectory prepared to support the Local Plan [and includes the key milestones for preparation of the required Strategic Masterplan]. Regular meetings within the project group [the scope and nature of the project group is to be determined] will be required.

- 6.2 Performance standards will apply to all parties to enable efficient project management as follows:

- Communications, be it via email or hard copy correspondence shall be acknowledged within 10 working days (preferably less) with a suitable response where possible.
- Telephone messages shall be returned within 2 working days of receipt.
- Relevant information will be circulated by all parties no later than 3 working days prior to a meeting.
- The Applicant's Planning Agent (or other individual as appropriate) is to circulate meeting agendas, unless otherwise agreed, no later than 3 working days prior to any meeting.
- Unless otherwise agreed, the Applicant's Planning Agent (or other individual as appropriate) will circulate minutes no later than 3 working days after the meeting.
- If requested by the Applicant or Planning Agent, EFDC shall provide informal feedback on information presented at a meeting within 10 working days from that meeting.
- Formal feedback from pre-application or working group meetings will be provided within 20 working days from that meeting.
- Timescales for providing feedback in relation to technical studies or assessments to be agreed between EFDC and the applicant.

- 6.3 Key milestones will vary between sites, but are likely to include:

- Establishment of PPA
- Preparation of Draft Strategic Masterplan (where required)
- Pre-application discussions
- Outline Planning Application
- Design Coding
- Detailed Planning Application
- Completion of S106 negotiations
- Project implementation and monitoring

**7 Scope of the Agreement [ delete/amend as appropriate ]**

Stage	Necessary elements
Requirements of Strategic Masterplan	<p>It is expected that Strategic Masterplans would be primarily map/graphic based and include the following:</p> <ul style="list-style-type: none"> <li>○ Site constraints and opportunities plan</li> <li>○ Contextual analysis</li> <li>○ Vision and development objectives</li> <li>○ Development concept plan(s)</li> <li>○ Land use plan</li> <li>○ Movement plan</li> <li>○ Landscape and ecology framework plan</li> <li>○ Green infrastructure plan</li> <li>○ Drainage plan</li> <li>○ Development concept and overall illustrative strategic masterplan</li> <li>○ Key strategic design principles (informed by Quality Review Panel input as appropriate)</li> <li>○ Development and infrastructure phasing and delivery plan</li> </ul> <p>An outline scoping document for Strategic Masterplans will be expected as the first stage of this process. EFDC Officers will seek approval on this scoping document from Members as appropriate.</p> <p>As necessary and appropriate, EFDC will make available sources of evidence already completed to inform the preparation of Strategic Masterplans. Where additional evidence is required, EFDC will agree the content of this with the landowner / site promoter and expect that this will be provided as part of the Strategic Masterplanning process.</p> <p>Landowners / site promoters will be expected to utilise the Quality Review Panel.</p>

	<p>EFDC will convene regular meetings to oversee the progress of the production of Strategic Masterplans, seeking input from relevant members of the project team as appropriate.</p> <p>It is anticipated that at least two rounds of community consultation will inform the progression and development of Strategic Masterplans. Initial consultation will seek early engagement from the local community in the consideration of options. The landowner / site promoter will also be expected to undertake wide ranging public consultation on the Draft Strategic Masterplan prior to submission of the final document to the Council. The scope and timing of public consultation is to be agreed with the Council, in accordance with the EFDC Statement of Community Involvement.</p> <p>EFDC will expect the Strategic Masterplan preparation process to be sufficient to enable the Council to adopt the final document as a Supplementary Planning Document in due course.</p> <p>Following the submission of the final Strategic Masterplan, the Council will seek to consider the document for approval as a material planning consideration as soon as practically possible.</p>
Pre-Application Discussions	<ul style="list-style-type: none"> <li>○ Information and evidence necessary to support pre-application discussions (Appendix 3)</li> <li>○ EFDC and landowner commitment to available resources including officer time and required set of skills</li> <li>○ Screening as necessary for Environmental Impact Assessment, Transport Assessment and Health Impact Assessment</li> </ul> <p>Further use of the Quality Review Panel may be required.</p>
Submission of Outline Planning Application	<p>In accordance with EFDC's Validation Checklist.</p> <p>Parameter plans to be produced and submitted as part of Outline Planning Application, in accordance with the approved Strategic Masterplan (where required). The scope of parameter plans to be agreed in consultation with EFDC.</p> <p>Timetable for determination to be agreed. Appropriate EFDC officer to be appointed.</p>
Design Coding	<p>Design codes to be produced by the applicant (where appropriate) in consultation with EFDC. Design codes to be produced in accordance with approved Strategic Masterplan (where required) and approved parameter plans.</p>
Submission of Detailed Planning Application	<p>In accordance with EFDCs Validation Checklist</p> <p>Timetable for determination to be agreed. Appropriate EFDC officer to be appointed.</p>

Pre-Commencement Conditions	<p>Where pre-commencement conditions are applied, EFDC and landowners will keep Members, stakeholders and the wider community appraised.</p> <p>Where variation of conditions is required, EFDC and landowners will publicise this and again keep Members, stakeholders and the wider community updated on the reasons for this, and the outcomes of any further negotiations.</p>
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## 8 Resources

8.1 EFDC will seek to recover the costs of establishing and implementing this PPA. The requirement for different levels of resources to be sought will depend on the complexity of delivering the site.

Item for EFDC cost recovery	Description	Charge
<b>Planning Performance Agreement</b>		
Establish PPA	EFDC to lead preparation of PPA in partnership with landowner interests	£xxxxxx
<b>Strategic Masterplanning Stage</b>		
Community and Member Engagement	In accordance with principles established in Section 5, landowners will engage with local and other stakeholders as appropriate. EFDC will discuss and agree the scope and timing of engagement, and where necessary, assist coordinate / oversee engagement to ensure a cohesive and managed approach. It may be necessary to agree a Communications Plan.	£xxxxxx
Strategic Masterplan preparation	EFDC will oversee the preparation of Strategic Masterplans as appropriate. EFDCs role will vary depending on the complexity and number of site(s) to be addressed.	£xxxxxx
Engagement of specialist advice, in addition to that provided by any party to this PPA	EFDC will engage and coordinate any specialist input or advice that may be required to progress preparation of Strategic Masterplans. This may be, for example, from statutory stakeholders.	£xxxxxx
Establish and utilise Quality Review Panel	EFDC will establish a Quality Review Panel to ensure development proposals are of high quality and suitable to their locality. The Panel will comprise a group of independent experienced professionals from a range of backgrounds, which will scrutinise Strategic Masterplans and proposed development schemes and provide clear feedback and guidance to developers prior to any formal consideration by EFDC's Planning Committees. The Quality Review Panel will have an advisory remit.	£xxxxxx
Officer Resource	EFDC will provide appropriate officer contacts to form a Development Management Forum, including support for regular meetings and provision of available evidence	£xxxxxx
Governance and administration	EFDC will provide support to engage with the relevant Member Committee processes, ensuring that where Member engagement and decisions are required, that these are achieved within the necessary timeframes.	£xxxxxx
<b>Pre-Application</b>		

Item for EFDC cost recovery	Description	Charge
Utilise Quality Review Panel (if necessary)	EFDC to enable review of any previous recommendations from Quality Review Panel outputs	£xxxxxx
Pre application service	As per established Pre-Application process	£xxxxxx
<b>Planning application</b>		
Named EFDC officer	A named officer, holding the necessary skills and experience to determine a major planning application will lead the planning application process	£xxxxxx
Determine application within xx timetable	The timetable for determination of a planning application (outline or detailed) will be agreed prior to submission of the application. Resources will be made available within EFDC to determine the application within this timescale.	£xxxxxx
Planning obligations negotiations within xx timetable	Establishment of necessary mechanism to secure planning obligations / conditions	£xxxxxx
<b>Pre-Commencement conditions</b>		
Named EFDC officer to discharge pre-commencement conditions	A named officer, holding the necessary skills and experience to determine a major planning application will lead discharge of conditions. Timetable to be established for completion of the discharge of each condition following submission by landowner.	£xxxxxx

## 9 Confidentiality

9.1 Whilst EFDC will report as appropriate that Planning Performance Agreements have been entered into, the PPAs themselves will remain confidential between the signatories.

**Appendix 1** – Site Plan

[add site plan]

## **Appendix 2 – Project Programme**

<b>Element</b>	<b>Delivery date</b>	<b>Responsible organisation</b>
<b>Planning Performance Agreement</b>		
Establish Planning Performance Agreement	xx/xx/20xx	EFDC Landowner
<b>Masterplanning Stage</b>		
Community / member engagement <ul style="list-style-type: none"> <li>- Community engagement</li> <li>- Exhibition(s)</li> <li>- Publicity materials</li> <li>- Local Publicity</li> <li>- Social media</li> <li>- Presentation to EFDC Members (public/private forum tbc)</li> <li>- Presentation to Town /Parish Councils</li> <li>- Presentation to local stakeholder groups</li> <li>- Presentation/discussion with Quality Review Panel</li> </ul>	xx/xx/20xx  (likely several dates throughout the iterative process)	Landowner EFDC support
Seek/obtain specialist advice as required <ul style="list-style-type: none"> <li>- Identify each element required</li> </ul>	xx/xx/20xx	EFDC Landowner
Preparation of draft strategic masterplan	xx/xx/20xx  (regular meeting dates to be agreed)	Landowner EFDC oversee
Utilisation of Quality Review Panel	xx/xx/20xx	Landowner EFDC (coordinate)
Consultation on draft Strategic Masterplan	xx/xx/20xx	Landowner EFDC oversee / agree scope
Consideration of comments received	xx/xx/20xx	Landowner EFDC
Finalisation of Strategic Masterplan	xx/xx/20xx	Landowner
Submission to EFDC for formal endorsement	xx/xx/20xx	Landowner (submit) EFDC (Member process)
<b>Pre-Application discussions</b>		
Identify information/evidence required to support pre-application discussions, including parameter plans	xx/xx/20xx	EFDC
Delivery of information/evidence	xx/xx/20xx	Landowner
Submission to EFDC	xx/xx/20xx	Landowner
Meetings <ul style="list-style-type: none"> <li>- Officers</li> <li>- Members (Development Management Forum)</li> </ul>	xx/xx/20xx	EFDC to coordinate
Provision of informal advice	xx/xx/20xx	EFDC
Provision of formal advice (if required)	xx/xx/20xx	EFDC
<b>Outline Planning Application</b>		
Submission of outline planning application	xx/xx/20xx	Landowner



Validation process	xx/xx/20xx	EFDC
Consultation with stakeholders	xx/xx/20xx	EFDC
Consideration of responses	xx/xx/20xx	EFDC
Presentation to Committee	xx/xx/20xx	EFDC Landowner
Determination of Planning Application	xx/xx/20xx	EFDC
<b><u>Design Coding</u></b>		
Agree scope of design codes to be produced	xx/xx/20xx	EFDC Landowner
Preparation of design codes	xx/xx/20xx	Landowner
Review and finalisation of design codes	xx/xx/20xx	EFDC Landowner
Approval of design codes	xx/xx/20xx	EFDC
<b><u>Detailed Planning Application</u></b>		
Submission of detailed planning application	xx/xx/20xx	Landowner
Validation process	xx/xx/20xx	EFDC
Consultation with stakeholders	xx/xx/20xx	EFDC
Consideration of responses	xx/xx/20xx	EFDC
Presentation to Committee	xx/xx/20xx	EFDC Landowner
Determination of Planning Application	xx/xx/20xx	EFDC
<b><u>S.106 negotiations</u></b>		
Agree Heads of Terms	xx/xx/20xx	EFDC Landowner Stakeholders as necessary
Presentation to Committee (alongside relevant Planning Application)	xx/xx/20xx	EFDC Landowner
Finalise S.106 contributions	xx/xx/20xx	EFDC Landowner
<b><u>Pre-Commencement Conditions</u></b>		
Submission of application to discharge conditions -timetable to be established	xx/xx/20xx	Landowner
EFDC to review and determine	xx/xx/20xx	EFDC

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**Epping Forest District Council**  
**Requirements for Strategic Masterplans**  
**Version 1.1**

**1. Background**

The National Planning Policy Framework and its associated guidance requires that Local Plans deliver sustainable development, which takes into account the need to achieve net gains in economic, social and environmental factors. Sites are proposed for allocation in the Draft Local Plan, and the Council intends to work with landowners/promoters in a positive and proactive way to ensure that the resultant development meets local and strategic development and infrastructure needs. Draft Local Plan policies SP 3, SP 4 and DM 9 indicate the broad requirement for Strategic Masterplans to be prepared in order that development is delivered in a cohesive and timely manner, in accordance with the envisaged housing trajectory. However, the Draft Local Plan does not specify which areas and sites are required to be covered by Strategic Masterplans, nor does it specify how and when Strategic Masterplans are to be produced.

**2. Scope and Purpose**

This report sets out where Strategic Masterplans will be required to help plan and deliver sites proposed for allocation within the Draft Local Plan. The report should be read in conjunction with the Planning Performance Agreement Framework, which provides the basis for the future processes associated with Strategic Masterplan production and Local Plan implementation.

It should be acknowledged that in some cases where a Strategic Masterplan is not deemed to be required, the Council may still require landowners / promoters to produce a Concept Framework which should be agreed by the Council prior to the submission of planning applications on individual sites. A Concept Framework is less detailed than a Strategic Masterplan, but can be beneficial in seeking to ensure a coordinated approach between adjacent sites, or in addressing particularly complex issues on individual sites, prior to the submission of planning applications. If necessary, the scope and requirements for the production of Concept Frameworks will be subject to further discussion with landowners / promoters and stakeholders through the Developer Forum, taking into account available resources, available site guidance and local context, and is therefore not further considered within this report.

The Council, together with the Developer Forum and other relevant stakeholders, acknowledge that the Planning Performance Agreement Framework and the Strategic Masterplan requirements provide a basis to begin the process of Local Plan implementation. However, both documents will need to be subject to ongoing review as the Local Plan itself progresses, and assume the availability of the necessary resources required to progress, the costs of which are to be recovered through Planning

Performance Agreements. It is not possible, or indeed appropriate, to pre-empt the outcome of the Local Plan process, and all parties recognise that the sites proposed for allocation, and policy requirements set out within the Draft Local Plan, may change prior to the adoption of the Local Plan. However, all parties also recognise that it is essential to ensure that a 'front-loaded' collaborative and proactive approach is taken from the outset to ensure the timely and joined up delivery of high quality development and infrastructure on key sites proposed for allocation as part of the emerging Local Plan. This recognises the scale of housing need in the District, and the aspiration of the Council to promote and guide development that meets the needs and expectations of the local community.

The Council, together with the Developer Forum and other relevant stakeholders, recognise the scale of the task in seeking to 'front-load' the planning and delivery of sites proposed for allocation as part of the emerging Local Plan, and acknowledge that this will require the use of Planning Performance Agreements to ensure that a project managed approach to planning and delivery is taken. As part of Planning Performance Agreements, the Council [and potentially other statutory providers] will seek to recover the costs incurred and ensure the necessary availability of resources to effectively deliver the services required.

The Council is seeking to undertake a skills audit, and establish the additional resources that are likely to be required in order to facilitate and oversee the production of Strategic Masterplans and implementation of the Local Plan as envisaged. This in turn will help to inform the scope and costs associated with Planning Performance Agreements.

The Council intends to provide outline 'site guidance' as appropriate for sites proposed for allocation as part of the Draft Local Plan, as part of the Pre-Submission Publication version of the Plan. In addition to this, the Council will require relevant landowners / site promoters to work in collaboration to produce Strategic Masterplans.

It is not considered to be possible or appropriate to set out a range of criteria in order to objectively assess and determine where and when a Strategic Masterplan will be required. Instead, a range of factors should be considered in determining whether a Strategic Masterplan will be necessary for any given site or grouping of sites. These factors include (but are not limited to):

- Scale of development and infrastructure proposed;
- Site size;
- Proximity of sites;
- Sensitivity of existing surrounding uses;
- Complexity of land ownership / assembly;
- Need for coordinated infrastructure delivery;
- Consideration of existing and future site linkages / accessibility; and
- Need for coordinated design.

### 3. Sites around Harlow

Each of the sites around Harlow (within Epping Forest District) is currently intended to deliver a substantial quantum of development. In combination, the impact of the delivery of these sites is significant and it is anticipated it will take a number of years to deliver the sites in full. In addition, each of these sites will need to be delivered in accordance with the overall Garden Town programme, requiring a coordinated approach across the sites, and necessitating the involvement of a number of partners including the site owners/promoters.

The Garden Town programme is still in its early stages, however the Councils involved (Epping Forest, East Herts and Harlow District Councils) are clear of the need to ensure joint working across boundaries to secure place-making objectives of the Garden Town, and accelerate delivery of housing and infrastructure. There are a number of challenges to be resolved, and the masterplanning approach will aid in addressing these. This is particularly relevant to addressing the coordination of stakeholder and community engagement and the delivery of strategic and local infrastructure across Harlow, but also ensuring that shared development design principles can be implemented where appropriate.

The need for a coordinated approach to the provision of infrastructure on sites around Harlow is clear, and it is anticipated that this will be guided by the Garden Town programme. In addition further evidence base work is being completed by Epping Forest District Council (EFDC) specifically to ensure the timely and coordinated delivery of development and infrastructure associated with sites located within Epping Forest District. The existing EFDC Developer Forum that has been established for the sites within Epping Forest District which will serve as the initial mechanism to discuss key issues around the delivery of these sites.

The Council has carefully considered the form in which Strategic Masterplans should be produced for sites around Harlow, and has concluded that the following Strategic Masterplans should be produced to enable the joined up planning and delivery of relevant sites:

- **Strategic Masterplan 1 (Harlow South)** – to incorporate SP 3.1 Latton Priory & Riddings Lane
- **Strategic Masterplan 2 (Harlow West)** – to incorporate SP 3.2 & 3.3 West Sumners & West Katherines
- **Strategic Masterplan 3 (Harlow East)** – to incorporate SP 3.4 East of Harlow [*further discussions are required to confirm the extent of the Strategic Masterplan, taking into account the cross-boundary nature of the site*].

Appendix 1 provides an illustrative plan of the Strategic Masterplan areas. It should be noted that the site boundaries shown on the plan are indicative only and provided for illustrative purposes only, and

do not reflect the final proposed site allocations. The Council is seeking to refine proposed allocation boundaries through the progression of the Local Plan and associated evidence base.

The sites to the west of Harlow will be required to work together in a coordinated manner, given their proximity to each other and the cumulative impacts of this growth on the existing urban area within Harlow.

EFDC expects that the landowners/promoters of these sites will continue to engage with the Developer Forum to ensure a cohesive approach across Harlow. It is also anticipated that Officers from Harlow District Council, East Herts District Council, as well as Essex County Council (and where required other agencies and organisations) will continue to attend and engage with the Forum for the foreseeable future. Further consideration is required in relation to the establishment of future mechanisms and structures / working groups required to progress individual Strategic Masterplans, in addition to the resources required to facilitate the required processes at EFDC (see PPA Framework).

Through the Developer Forum, further consideration must be given to the appropriate mechanisms, roles, responsibilities and processes required to facilitate and enable the production of Strategic Masterplans in the most appropriate and efficient way possible. The role of the Council may vary for each Strategic Masterplan depending upon the particular circumstances, context, and availability of resources, which in turn will impact upon the scope and content of Planning Performance Agreements to be produced.

The Council recognises that further more detailed specific discussions will be required in relation to each of the Strategic Masterplan areas in order to determine and agree roles and responsibilities of EFDC / relevant landowners and promoters, in addition to progressing discussions in relation to individual Planning Performance Agreements. It will also be necessary to consider in greater detail the timing of processes associated with the production of Strategic Masterplans, which is likely to vary depending upon local context, Local Plan phasing, and the availability of resources.

#### **4. Sites in Epping Forest District**

The sites proposed for allocation within the rest of Epping Forest District are a varied mixture of smaller and larger sites. No single site is as large as the sites around Harlow, but there are some groups of sites that will need to be addressed in a cumulative and cohesive manner to ensure that a strong sense of place is created. In some cases Strategic Masterplans will therefore be required to ensure that a coordinated approach is taken to the planning and delivery of groupings of smaller sites, particularly where they are located in close proximity, or adjacent to each other.

The Council has carefully considered the locations across the District where Strategic Masterplans are deemed to be required, and has concluded that the following Strategic Masterplans should be produced to enable the joined up planning and delivery of relevant sites across the District:

- **Strategic Masterplan 4 (Epping South)\*** – see Appendix 2
- **Strategic Masterplan 5 (Debden)** – see Appendix 2
- **Strategic Masterplan 6 (Waltham Abbey North)** – see Appendix 2
- **Strategic Masterplan 7 (Chipping Ongar)** – see Appendix 2
- **Strategic Masterplan 8 (North Weald Bassett)\*** – see Appendix 2
- **Strategic Masterplan 9 (Chigwell)** – see Appendix 2

*\*These locations may potentially require two separate but closely related Strategic Masterplans*

Appendix 2 illustrates the spatial extent of areas covered by Strategic Masterplans. It should be acknowledged that the boundaries shown are indicative only at this stage, and may be amended to reflect local circumstances and / or more detailed consideration of precise boundaries.

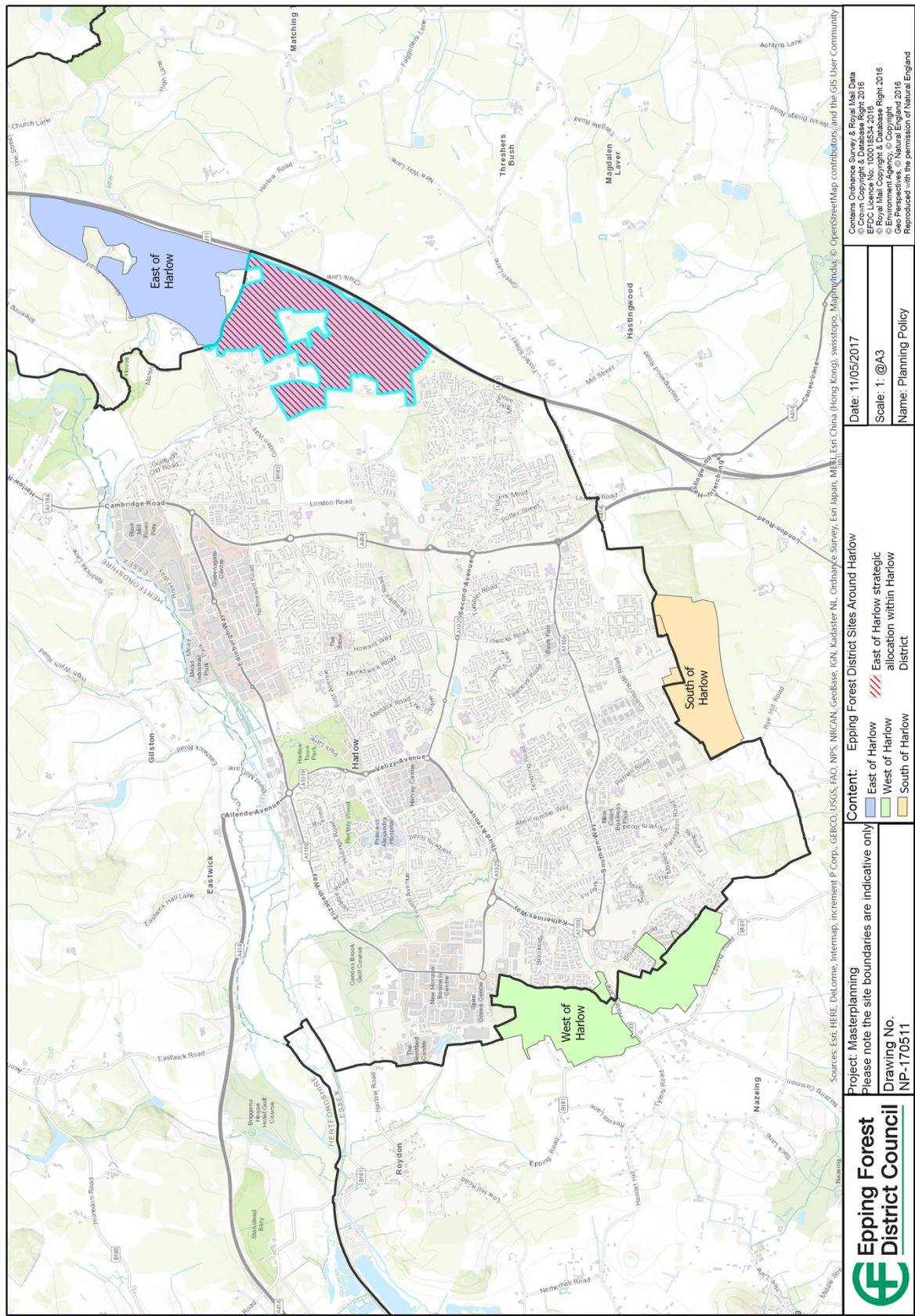
It is recognised that the production of a Strategic Masterplan which covers a number of sites and potentially a number of different landowners will require a different approach, compared to the production of Strategic Masterplans for sites which are in one land ownership. Therefore, through the Developer Forum, further consideration must be given to the mechanisms, roles, responsibilities and processes required to facilitate and enable the production of Strategic Masterplans in the most appropriate and efficient way possible. The role of the Council may vary for each Strategic Masterplan depending upon the particular circumstances, context, and availability of resources, which in turn will impact upon the scope and content of Planning Performance Agreements to be produced.

The Council recognises that further more detailed specific discussions will be required in relation to each of the Strategic Masterplan areas in order to determine and agree roles and responsibilities, in addition to progressing discussions in relation to individual Planning Performance Agreements. It will also be necessary to consider in greater detail the timing of processes associated with the production

of Strategic Masterplans, which is likely to vary depending upon local context, Local Plan phasing, and the availability of resources.

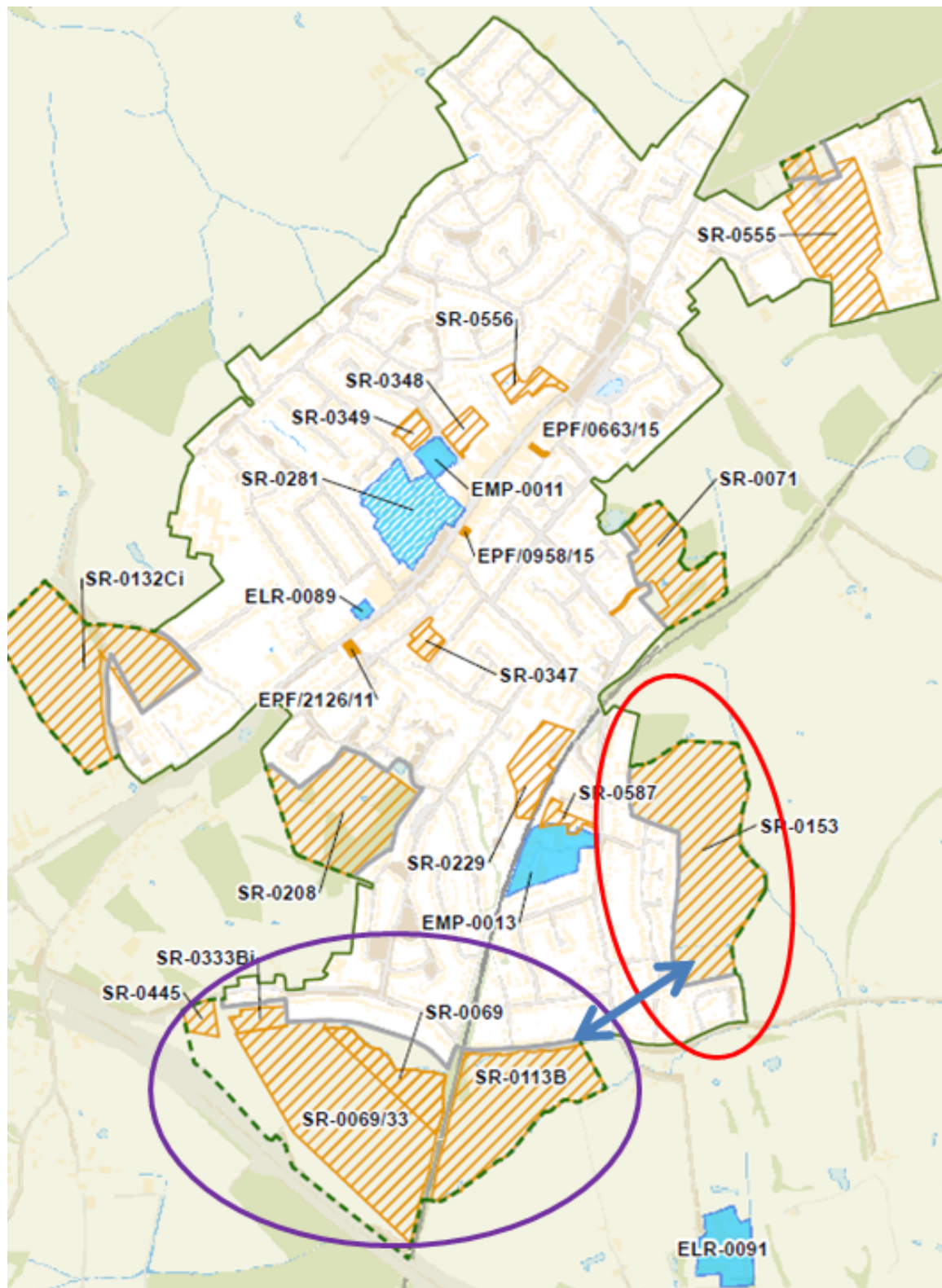


**Appendix 1 – Indicative areas identified for Strategic Masterplans for sites around Harlow within Epping Forest District**



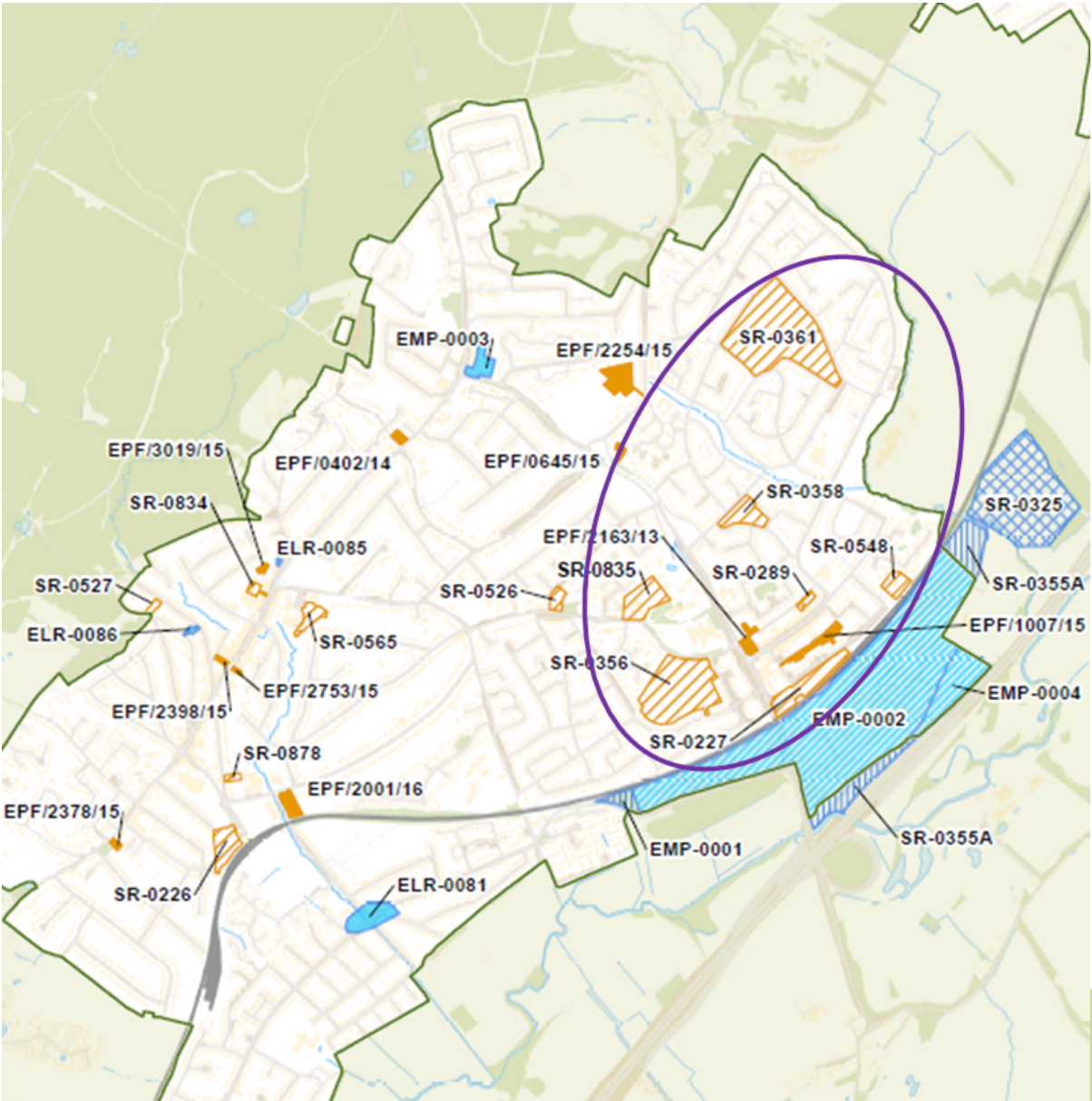
**Appendix 2 – Indicative areas identified for Strategic Masterplans within Epping Forest District**

Epping (Draft Local Plan Policy P 1)

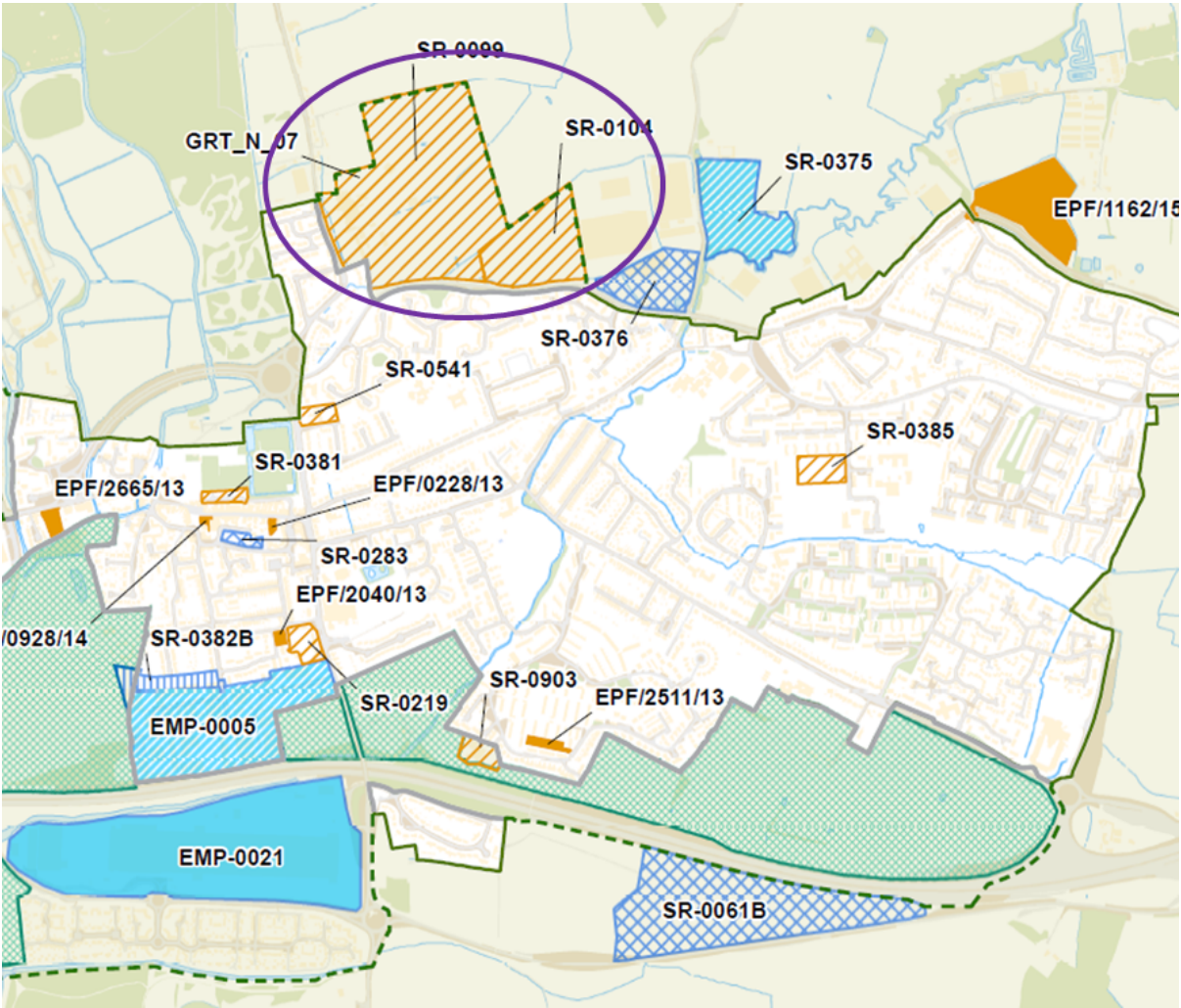




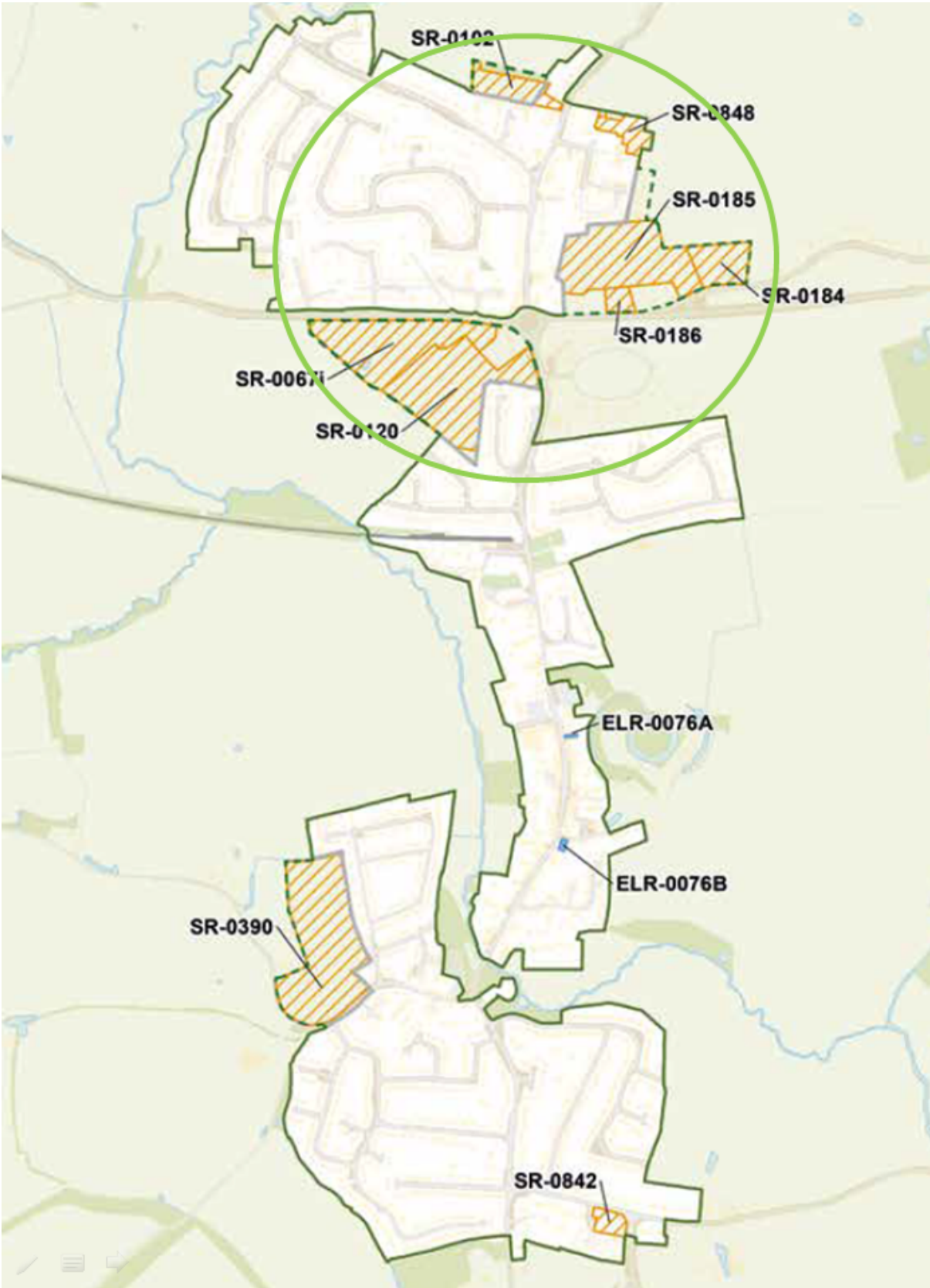
Debden (Draft Local Plan Policy P 2)



Waltham Abbey (Draft Local Plan Policy P 3)

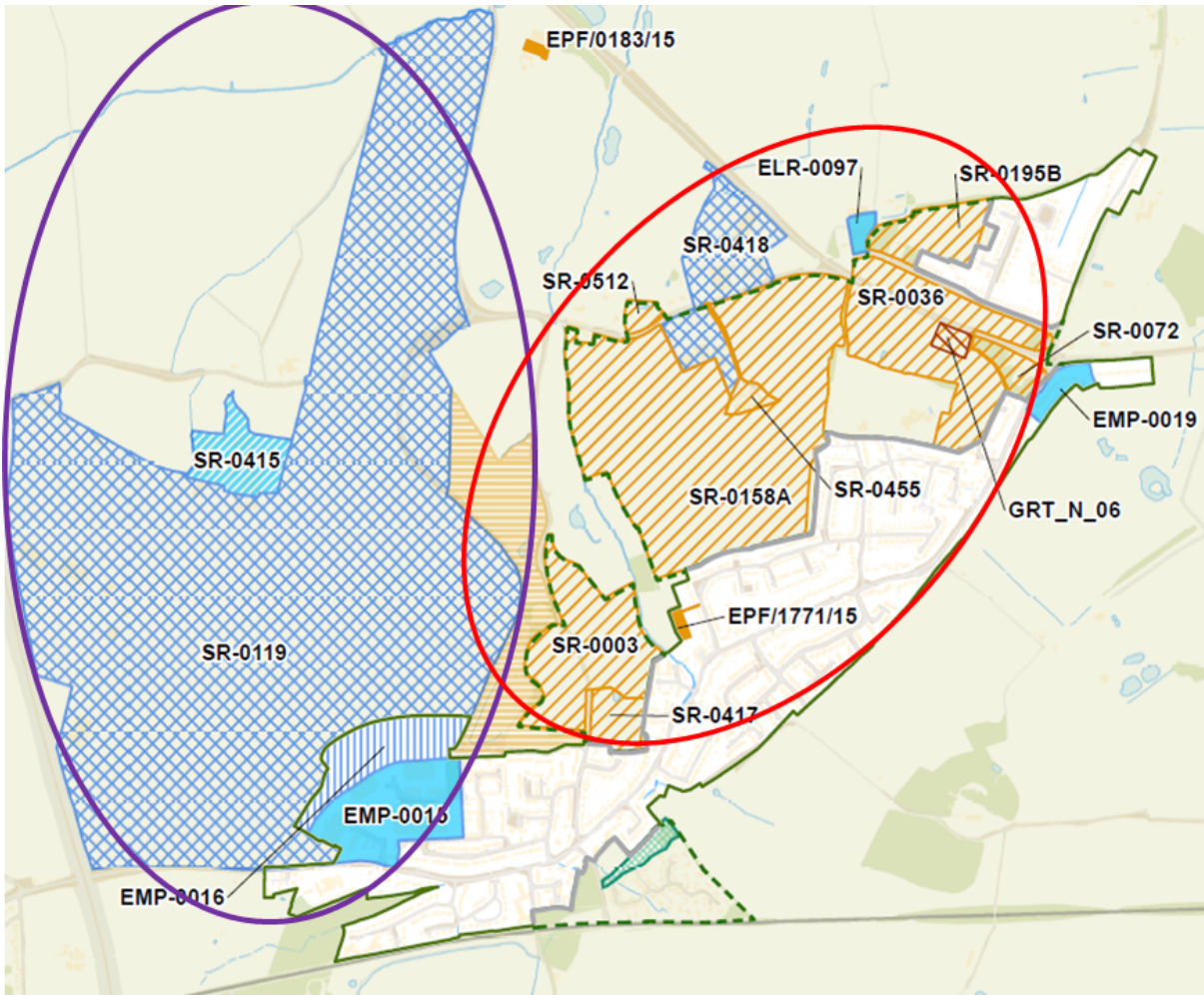


Chipping Ongar (Draft Local Plan Policy P 4)

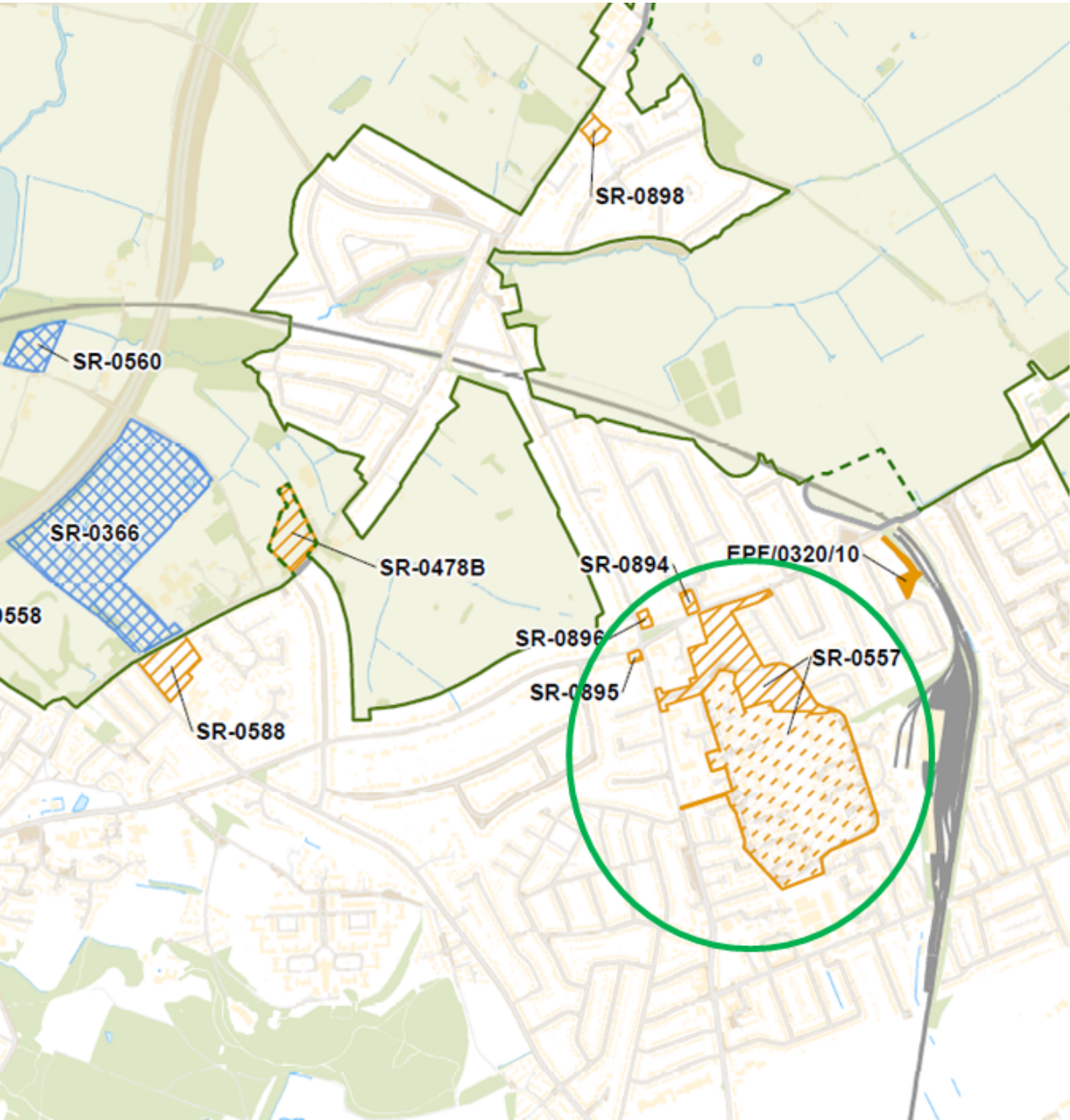




North Weald Bassett (Draft Local Plan Policy P 6)



Chigwell (Draft Local Plan Policy P 7)



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## ***Report to the Cabinet***

**Report reference:** C-002-2017/18

**Date of meeting:** 15 June 2017



**Epping Forest  
District Council**

**Portfolio:** Housing

**Subject:** Flexible Homelessness Support Grant

**Responsible Officer:** Roger Wilson (01992 564419)

**Democratic Services:** Gary Woodhall (01992 564470)

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### **Recommendations:**

(1) That the Government's Flexible Homelessness Support Grant (required to be ring fenced to be used on homelessness services), already received by the Council in the sum of £277,000 in 2017/2018 and £313,000 to be received in 2018/2019 be used initially as follows:

(a) the Council continues working with Genesis Housing Association in order to provide private rented accommodation to homeless applicants in order to prevent homelessness, with a budget of £60,000 in both 2017/2018 and 2018/19 to fund the cost of the Association's Management Fees;

(b) the Council meets its own housing related support costs at the young parents scheme Railway Meadow, Ongar with a budget of £29,000 in both 2017/18 and 2018/19;

(c) to fund homelessness initiatives already agreed by the Cabinet at its meeting on 2 February 2017 (Minute 130 refers) (other than the Invest to Save funding) in the sum of £43,500 in both 2017/18 and 2018/19 resulting in a saving to the General Fund;

(2) That a further report be submitted to the Cabinet later in the year for consideration to be given for the use of the balance of the Flexible Homelessness Support Grant of around £131,000 in 2017/18 & £167,000 in 2018/19; and

(3) That the report referred to in Recommendation (2) above also include options for the use of any additional grant received from Government in order to provide financial support to help meet with new duties under the Homelessness Reduction Act 2017.

### **Executive Summary:**

The Council has received a new Government Flexible Homelessness Support Grant which is required to be ring fenced to be used on homelessness services in the sum of £277,000 in 2017/18 and will receive £313,000 in 2018/19. The report sets out a number of initiatives for the initial use of the Grant. The Housing Portfolio Holder has already considered the use of some of the grant.

Furthermore, following the Homelessness Reduction Act 2017 receiving Royal Assent on 27 April 2017, officers have been informally advised that Government are working towards an April 2018 commencement. Under the Act there will be considerable additional duties placed upon authorities nationally to prevent and reduce homelessness. Due to the additional duties and the burdens being placed on authorities, the Government has announced that it will be providing financial support to help meet with the new duties.

It is suggested that a further report is submitted to the Cabinet at a later date on the use of the remaining Flexible Homelessness Support Grant funding and any further funding that may be received due to the implications of the Homelessness Reduction Act 2017, once the additional duties under the Act placed on the Council can be better assessed.

### **Reasons for Proposed Decision:**

In order that the Cabinet can consider the initial use of the Government's Flexible Homelessness Support Grant funding.

### **Other Options for Action:**

The main alternative options appear to be:

- (i) Not to consider the initial use of the Government's Flexible Homelessness Support Grant funding.
- (ii) To agree alternative options for use of the Flexible Homelessness Support Grant.
- (iii) Not to receive a further report on the use of the remainder of the Grant or any further Government funding received as a result of the introduction of the Homelessness Reduction Act 2017.

### **Report:**

#### The Government's new Flexible Homelessness Support Grant

1. The Government's new Flexible Homelessness Support Grant (the Grant) replaces the former Department of Work and Pensions (DWP) Temporary Accommodation Management fee funding, which was provided to meet the costs of local authorities' management fees paid to Housing Associations to let and manage private sector accommodation for homeless families. The Government wants to "encourage local authorities to spend money on stopping homelessness instead of on costly temporary accommodation." It has therefore abolished paying management fees and provided instead a "lump sum" in order for authorities to tackle homelessness in more flexible and creative ways.

2. Under the Flexible Homelessness Support Grant (which is required to be ring fenced to be used on homelessness services), the Council has received £277,000 in 2017/2018 and will be receiving £313,000 in 2018/19, compared to around £60,000 per annum previously received under the Temporary Accommodation Management funding,

#### Future use of the Flexible Homelessness Support Grant

3. The following Paragraphs set out a number of homelessness initiatives for the initial use of the Grant.

#### Housing Association Leasing Direct (HALD) Scheme

4. The Council set up a Housing Association Leasing Direct (HALD) scheme with Genesis Housing Association in July 2010. The Council are currently assisting 17 households in accessing private rented accommodation under the scheme through nominations made by the Homelessness Prevention Team. As these households may have been found to be homeless and owed a full duty and could well have been placed in costly bed and breakfast accommodation for a period, the HALD scheme is an important resource and brings savings to the Council. Those referred must be eligible for full housing benefit in order to qualify for assistance, with the household being able to remain in the property for 2 years under an assured short-hold tenancy.

5. The Council currently pays management fees of around £60,000 per annum to Genesis Housing Association to provide the 17 units of private rented accommodation to some of the Council's homeless applicants, representing a cost of around £60 per week per unit. The amount paid is set in accordance with the DWP's Housing Benefit Subsidy rules and was previously been met by the Department of Work and Pensions. This funding has been replaced by the Grant and the Housing Portfolio Holder agreed that the cost of the management fees for the first quarter of 2017/18 in the sum of around £15,000 be met from the Grant, until the Cabinet could consider its longer term use.

6. As this is an important part of the Council's homelessness prevention regime it is suggested that the Council continues working with Genesis Housing Association to provide private rented accommodation to homeless applicants in order to prevent homelessness, and a budget of £60,000 in both 2017/18 and 2018/19 is agreed funded from the Government's Flexible Homelessness Support Grant to fund the cost of the Association's Management Fees.

#### Young Parent Scheme – Railway Meadow, Ongar

7. Railway Meadow in Ongar is a supported housing scheme built in partnership with Brentwood and Uttlesford Councils for young parents, which provides support to help young people overcome challenges during their pregnancy and the first year of their child's life. The scheme consists of 13 self-contained flats with a communal lounge, activity area, training kitchen and office. The accommodation is offered to young mothers, fathers and couples aged between 16 and 25 years of age. The support gives young people essential parenting and life skills to enable them to move on and live independent lives. The scheme is owned and managed by "L&Q Living" and referrals are received from the Council, and Brentwood and Uttlesford Councils, with residents being re-housed by their host authority at the appropriate time. The Council has nomination rights to 8 of the flats.

8. Until 2016/17 the annual support costs were met by Essex County Council's Housing Related Support (HRS) budget (formally known as the "Supporting People" budget). However, as a result of the HRS funding reductions made by the County the funding for Railway Meadow has been withdrawn from 1 April 2017. As the Council has 8 young parents housed at the Scheme the loss of funding amounts to £36,000 per annum. However, as L&Q Living have identified a number of services that can be classed as "Housing Management Support" and therefore eligible for housing benefit this amount has been reduced to £29,000 per annum. It is suggested that the Council's element of the support costs in the reduced sum of £29,000 per annum is met from the Grant in 2017/18 and 2018/19. Both Brentwood and Uttlesford Councils have confirmed that they will meet their element of the support costs in the future. If the Council did not agree to meet its support costs for the scheme L&Q Living have stated that the Scheme will be discontinued and be converted to general needs accommodation. It is considered that the Scheme is an important facility and forms a crucial part of the Council's homelessness prevention regime. Should it close there would be an increased risk of more bed and breakfast and other temporary placements being made.

#### Homeless Persons' Hostel Norway House, North Weald

9. As a result of the increasing pressures on homelessness, the Council's homeless persons' Hostel Norway House, North Weald is often full. In addition, the 8 units of accommodation for homeless families at Hemnall House, Epping are also full. The Council currently employs 1 FTE Hostel Manager and 2 FTE Deputy Hostel Managers at the Hostel. Staff at the Hostel provide support to homeless households there and also visit and provide support to homeless households living at Hemnall House, Epping. In addition, they visit and inspect all of the B&B hotels periodically. Importantly, each of the staff participate in a 3-weekly on-call rota which means they are on-call one week (including the weekend) in three, which increases when there are absences through leave, sickness or vacancies which must be covered by the remaining staff.

10. The Housing Portfolio Holder considered that, when taking into account all of the additional pressures around the provision of temporary accommodation generally, additional hostel management resources are needed and therefore agreed, through a Portfolio Holder Decision, the appointment of 1 part-time (18 hours) additional Deputy Hostel Manager on a temporary contract for 2 years at a cost of £13,700 per annum funded from the Government's Flexible Homelessness Support Grant.

#### Homelessness Initiatives Previously Agreed by the Cabinet

11. At its meeting on 2 February 2017, (Minute 130 refers), the Cabinet considered the recommendations of the Communities Select Committee and subsequently the Finance and Performance Management Cabinet Committee that additional resources would be made available to deal with the increasing homelessness pressures in the District.

12. It was agreed that CSB funding of £43,500 per annum be made available for:

(a) the appointment of 1 FTE additional Grade 6 Homelessness Prevention Officer in order to deal with the requirements of the expected Homelessness Reduction Act and the additional workload generally due to increasing homelessness pressures (£32,000 per annum);

(b) the appointment of an external company to undertake Homelessness Reviews (£9,000 per annum); and

(c) funding an external company to provide specialist services to rough sleepers (£2,500 per annum).

13. It was further agreed that the existing Invest to Save Funding of £90,000 be used for providing applicants with a rental loan of 4 weeks rent to meet the costs of rent in advance to assist them in securing accommodation in the private rented sector and/or a landlord deposit in accordance with LHA rates (lodged with a third party by the landlord). Using the funding in this way will assist with preventing homelessness. Applicants are required to repay loans on an interest free basis over 36 months, thereby re-cycling the budget to enable others to benefit from the Scheme in the future.

14. It is suggested that, as the Council has received additional funding from the Government for homelessness services, these initiatives be funded from the Grant for the next 2 years thereby making a saving to the General Fund of £87,000 with these initiatives funded from the General Fund from 2019/20.

#### Future use of the remaining Flexible Homelessness Support Grant and potential Homelessness Reduction Act Grant Funding

*(a) Use of the Remaining Flexible Homelessness Support Grant*

15. The total cost of the homelessness initiatives suggested in the recommendations is around £146,000 in both 2017/18 & 2018/19. If the Cabinet agrees the recommendations this would result in a balance of £131,000 in 2017/18 & £167,000 in 2018/19. The Director of Resources has confirmed that the conditions of the Grant are not prescriptive (other than the Grant being ring fenced to be used on homelessness services) and it is likely that the funding can be carried forward beyond 2018/19. It is therefore suggested that a further report be submitted to the Cabinet at a later date when officers have had the opportunity to investigate other homelessness initiatives, including considering the full implications and burdens of the new duties under the Homelessness Reduction Act 2017 referred to at Paragraph 16 in the report.

*(b) Potential Homelessness Reduction Act Grant funding*

16. The Homelessness Reduction Act 2017 received Royal Assent on 27 April 2017. Officers have been informally advised that Government are working towards an April 2018 commencement which will include re-writing the Homelessness Code of Guidance. Under the Act there will be considerable additional duties placed upon authorities nationally to prevent and reduce homelessness.

17. The main proposed additional duties are (in summary) as follows:

- The period that a person can be considered to be threatened with homelessness and if it is likely that they will become homeless is extended from 28 days to 56 days.
- An applicant seeking homeless support would automatically be judged to be homeless once the period specified in a Section 21 Notice expired (which is the standard notice period provided by private landlords to tenants and is recognised as the single biggest cause of homelessness), preventing councils to advise applicants to remain in occupation beyond expiry.
- Placing an emphasis on services preventing homelessness from occurring strengthening the duties on local authorities to provide advice, securing accommodation and other help available.
- Ensuring services meet the needs of groups at particular risk to reflect their complex needs and vulnerabilities.
- Complying with a new Code of Practice (not yet published) that specifies how homelessness services should be run and desired outcomes.
- A duty to carry out an assessment of an applicant's case notifying the applicant of the assessment and the provision of a personal housing plan, including a summary of the applicant's case in order to provide effective support.
- The applicant's right to a Review of their assessment (referred to above).
- The ending of the homelessness duty if the applicant "is unreasonably refusing to co-operate" and is working against and not with the authority and their expectations are realistic.
  - The requirement to secure accommodation for at least 12 months for all applicants who the authority is satisfied are eligible for assistance regardless of priority need.

18. Due to the additional duties and the burdens being placed on authorities, the Government has announced that it will be providing financial support to help meet with the consequences of the new duties although levels of funding are not yet clear. It is suggested that the report referred to in Paragraph 15 in the report also includes options

for the use of any additional grant received from Government in order to provide financial support to help meet with new duties under the Homelessness Reduction Act 2017.

### Resource Implications

If the Recommendations are agreed, for ease of reference, the following table sets out the expenditure against the Grant showing the balance available for further homelessness initiatives which the Cabinet will be asked to consider later in the year:

<b>Initiative</b>	<b>Expenditure (£) 2017/18</b>	<b>Expenditure (£) 2018/19</b>
Cost of Management Fees to Genesis Housing Association to provide private rented accommodation to homeless applicants	60,000	60,000
Cost of the Council's Housing Related Support charges at the Young Parent's Scheme Railway Meadow, Ongar	29,000	29,000
Funding already agreed by Cabinet on Homelessness Initiatives	43,500	43,500
Funding of the part-time (18 hours) Deputy Hostel Manager already agreed by the Housing Portfolio Holder	13,700	13, 700
<b>Total Cost</b>	<b>146,200</b>	<b>146,200</b>
<b>Grant Balance</b>	<b>130,800</b>	<b>166,800</b>

There appear to be no Resource Implications on other Directorates

### Legal and Governance Implications

Homelessness Act 1996 as amended by the Housing Act 2002.  
Homelessness Reduction Act 2017.

### Safer, Cleaner and Greener Implications

None.

## Consultation Undertaken

None.

## Background Papers

Homelessness Strategy 2015-2018.

## Risk Management

Continuing to fund homelessness initiatives beyond 2018/19 should no further Government funding be received.

## Equality Analysis

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an Appendix to the report.



# Equality analysis report

Use this report template to record your equality analysis. This report is a written record that demonstrates that you have shown *due regard* to the need to **eliminate unlawful discrimination, advance equality of opportunity and foster good relations** with respect to the personal characteristics protected by equality law. Due regard must be paid at formative stages of policy or service development, changes, or withdrawal.

To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

If you require further help, please contact the Performance Improvement Unit.

### Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Use of a proportion of the Government's Flexible Homelessness Support Grant for: Additional part-time Deputy Hostel Manager 2 year contract already agreed by the Housing Portfolio Holder; Continued payment of Management Fees to Genesis Housing Association for 2017/2018 & 2018/2019; Continuing the funding of the support costs at the young Parents' Scheme Railway Meadow, Ongar for 2017/2018 & 2018/2019 Homelessness initiatives already agreed by the Cabinet in 2017/2018 & 2018/2019 subsequently funded by the General Fund
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Provision of temporary/interim accommodation for Single Vulnerable parents and children Additional staffing to meet increasing homelessness pressures at Norway House North Weald Continued use of accommodation managed by Genesis Housing Association for homeless applicants
Relationship with other policies / projects:	<a href="#">EFDC Housing Allocations Scheme</a> – Appendix 4 policies for accommodating homeless applicants. <a href="#">HRA Business Plan 2016-17</a> – the Housing Register is assessed and housing need is reflected in the new build plans  <a href="#">EFDC Homeless Strategy</a> 2015-2018 <a href="#">EFDC homelessness leaflet 2017</a> <a href="#">EFDC KPI COM004 - How many households were housed in temporary accommodation</a> P1E 2015-16 Q1,2,3,4 homelessness statistics submissions to Government
Name of senior manager for the policy / project:	Alan Hall, Director of Communities
Name of policy / project manager:	Roger Wilson, Assistant Director (Housing Operations)



Other relevant documentation:	<a href="#">ONS Census Data 2011</a> <a href="#">ONS Subnational population projections for England 2012 – based on 2011 Census</a> <a href="#">Housing Act 1996 – Part VII</a> (amended by the Homelessness Act 2002) <a href="#">Housing Act 1985</a> Homelessness Reduction Act 2017 <a href="#">Detailed local authority level homelessness figures: July to Sept 2016 &amp; Apr-Jun.xlsx</a> via <a href="http://www.gov.uk">www.gov.uk</a>
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## Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	<p>If yes, state which protected groups:</p> <p>Age</p> <p>Disability</p> <p>Pregnancy and maternity</p>
	<p>If no, state reasons for your decision:</p>

## Step 3. Gather evidence to inform the equality analysis

What evidence have you gathered to help you understand the impact of your policy or service change or withdrawal on people? What does your evidence say about the people with the protected characteristics? If there is no evidence available for any of the characteristics, please explain why this is the case, and your plans to obtain relevant evidence. Please refer to Factsheet 2 ‘Sources of evidence for the protected characteristics’

Characteristic	Evidence (name of research, report, guidance, data source etc.)	What does this evidence tell you about people with the protected characteristics?
Age	<a href="#">Housing Act 1996 – Part VII</a>	Older applicants can be considered to be in priority need ‘Homelessness’: -The person has no accommodation,

	amended by the Homelessness Act 2002	<p>anywhere, that is available for occupation and they are legally entitled to occupy; or have accommodation but cannot gain entry to it, or it is a mobile home and there is nowhere to park it; or you have accommodation but it is not reasonable for you to live there; for example if you have been in hospital with a serious health problem and would no longer be able to cope in that property, even with support.</p> <p>Threatened with homelessness if it is likely that you will become homeless within 28 days.</p> <p>If a lack of accommodation forces you to be separated from your family who would normally live with you.</p>
	<a href="#">ONS Census Data 2011</a>	<p>Epping Forest District</p> <p><u>Population &amp; migration</u></p> <ul style="list-style-type: none"> <li>• 18.4% 0-15 years old</li> <li>• 10.1% - 16-24 years old</li> <li>• 32.9% - 25-49 years old</li> </ul> <p><u>Age Structure within the district</u></p> <ul style="list-style-type: none"> <li>• 1.2% - 15 years old</li> <li>• 2.5% - 16-17 years old</li> <li>• 2.2% - 18-19 years old</li> <li>• 5.3% - 20-24 years old</li> <li>• 5.3% - 25-29 years old</li> <li>• 20.5% - 30-44 years old</li> </ul> <p><u>Population Density</u></p> <ul style="list-style-type: none"> <li>• Essex No. of persons per hectare 3.7% (124,659) East of England - 3.1% (5,846,965.)</li> <li>• England – 4.1 % (53,012,456.)</li> </ul> <p><u>Resident population estimate Mid 2014</u></p> <ul style="list-style-type: none"> <li>• 7,200 – 15-19 years old</li> <li>• 7,200 – 20-24 years old</li> <li>• 7,400 – 25-29 years old</li> <li>• 7,800 - 30-34 years old</li> <li>• 8,100 – 35-39 years old</li> <li>• 9,100 – 40-44 years old</li> </ul> <p><u>Homelessness (Statutory) 2017</u></p> <p>Total as of 31 March 2017 (all age ranges)</p> <ul style="list-style-type: none"> <li>• Temporary accommodation: -116</li> <li>• B&amp;B - 31</li> <li>• Hostel - 45</li> <li>• Other - 40</li> </ul>
	<a href="#">EFDC KPI COM004 - How many households were housed in temporary accommodation</a>	<p>The number of households in temporary accommodation provided under homelessness legislation has increased: - 2016-17 (all age ranges)</p> <ul style="list-style-type: none"> <li>• Q1 – 103</li> <li>• Q2 – 111</li> <li>• Q3 – 101</li> <li>• Q4 - 116</li> </ul>
Disability	<a href="#">Local Authority District - Indices</a>	<a href="#">Mental Health JSNA</a> Page 31

	<a href="#">of Deprivation</a> via <a href="http://www.gov.uk">www.gov.uk</a> <a href="#">Mental Health JSNA</a>	<p>“...70% of people accessing homelessness services have a mental health problem. Many of these people do not receive the support they need to overcome their mental health and substance misuse problems.”</p> <p>Within this document it states:-</p> <p><i>“a survey of 152 homeless people in Essex..” “..the majority suffered from stress, anxiety or depressions. 84% of participants experienced at least 1 of these and 63% experienced all three.”</i></p> <p>Nearly half reported using drugs and alcohol as coping mechanisms. Approx. 41% had been diagnosed with a mental health condition (0.7% of the Essex population is on a GP Mental Health Conditions Register). Approx. 1 third with mental health issues are currently receiving support.</p>
	<a href="#">Homelessness (Priority Need for Accommodation) (England) Order 2002</a>	<p>In 2002 an Order made under the 1996 Act extended the priority need categories to include applicants who: -</p> <ul style="list-style-type: none"> <li>• are aged 16 or 17;</li> <li>• are aged 18 to 20 and previously in care, were previously in custody; were previously in HM Forces; or</li> <li>• were forced to flee their home because of violence or the threat of violence.</li> </ul>

Pregnancy and maternity	<a href="#">Statutory Homelessness</a>	Priority need groups include households with dependent children and/or a pregnant woman and individuals who are vulnerable in some way. Individuals are classed as vulnerable if they: have mental illness or physical disability; are a young person (16 to 17 years old, or 18 to 20 years old and vulnerable as a result of previously being in care); were vulnerable as a result of previously being in custody; were vulnerable as a result of previously being in HM Forces; or were forced to flee their home because of violence or the threat of violence.
	<a href="#">Statutory Homelessness</a>	Priority need groups include households with dependent children and/or a pregnant woman and individuals who are vulnerable in some way
Gender reassignment	None identified	None identified
Marriage/civil partnership	None identified	None identified

Sexual orientation		
Staff	Consultation with Norway House staff members	Have strong concerns for staff safety and that of other residents due to the increasing number of occupants at Norway House with the addition of single vulnerable people. This highlights the need for additional staffing.

#### **Steps 4 & 5 Analyse the activity, policy or change (*The duty to eliminate unlawful discrimination*)**

Based on the evidence you have analysed, describe any actual or likely adverse impacts that may arise as a result of the policy decision. Where actual or likely adverse impacts have been identified, you should also state what actions will be

taken to mitigate that negative impact, i.e. what can the Council do to minimise the negative consequences of its decision or action.

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>
Age	None identified	
Disability		
Pregnancy and maternity		
Dependents / caring responsibilities	None identified	None identified
Gender reassignment	None identified	None identified
Marriage and civil partnership	None identified	None identified
Race / ethnicity	None identified	None identified
Religion or belief	None identified	None identified
Sex	None identified	None identified
Sexual orientation	None identified	None identified
Staff	Impact on staff and occupant safety due to additional 6 additional occupants (single vulnerable people) housed in modular units at Norway House, North Weald and the impact of increasing homelessness.	Additional staffing on-site will reduce the risk to staff £5,000 per annum already agreed to be made (funded by HRA) for the appointment of a security company to provide security officers to attend Norway House, on an adhoc basis when required – to support staff and other residents on occasions when they feel at risk from residents particularly out of normal office hours This will also solve the problem of lone working.

## Step 6.

### The duty to advance equality of opportunity

Can the policy, service or project help to advance equality of opportunity in any way? If yes, provide details. If no, provide reasons. (Note: not relevant to marriage and civil partnership)

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age	An additional staff member at Norway House, continued use of Genesis accommodation and the funding of Railway Meadow, Ongar will assist with being able	
Disability		

	to provides temporary accommodation for: - <ul style="list-style-type: none"> <li>homeless young vulnerable adults</li> <li>those with a disability</li> <li>pregnant or with a very young baby</li> </ul> until suitable permanent accommodation is located.	
Dependents / caring responsibilities	Having additional staffing at Norway House will assist with providing temporary modular units for vulnerable single adults avoiding the use of expensive B&B accommodation. Working with L&Q Living to continue to provide accommodation to young parents. Continuing to fund management fees for Genesis properties will provide much needed accommodation for those with dependents and caring responsibilities	
Gender reassignment	None identified	None identified
Race / ethnicity	None identified	None identified
Religion or belief	None identified	None identified
Sex	None identified	None identified
Sexual orientation	None identified	None identified

### The duty to foster good relations

Can the policy, service or project help to foster good relations in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

<i>Characteristic</i>	<i>How this policy, service or project can foster good relations:</i>	<i>Why this policy, service or project cannot help to foster good relations:</i>
Age	<ul style="list-style-type: none"> <li>Additional staffing at Norway House will assist with the modular units project and generally bring much needed additional resource to the whole of the Hostel</li> <li>The funding of housing related</li> </ul>	
Disability		
Pregnancy and maternity		

	support at the young parents' scheme Railway Meadow, Ongar will ensure this client group is supported <ul style="list-style-type: none"> <li>• It is important to continue with the Genesis Scheme in order to provide 17 units of accommodation in order to prevent homelessness</li> </ul>	
Dependents / caring responsibilities	Continuing to accommodate young parents and children at Railway Meadow, Ongar	
Gender reassignment	None identified	
Race / ethnicity	None identified	
Religion or belief	None identified	
Sex	None identified	
Sexual orientation	None identified	
Staff		

### Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis (add additional rows as required):	Name and job title of responsible officer	How and when progress against this action will be reported
1. Employment of additional part-time Deputy Hostel Manager	Russell Wallace	N/A
2. Continued use of Railway Meadow accommodation	Russell Wallace	N/A
3. Continues use of Genesis accommodation	Russell Wallace	N/A

Name and job title of officer completing this analysis:	Roger Wilson Assistant Director (Housing Operations)
Date of completion:	22.05.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Alan Hall Director of Communities
Date of authorisation:	22 May 2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	22 May 2017

**Step 8. Report your equality analysis to decision makers:**

Your findings from this analysis (and any previous analysis) must be made available to a decision making body when it is considering the relevant service or policy. Therefore you must:

- reflect the findings from this analysis in a 'Due Regard Record' (template available), and attach it as an appendix to your report. The Record can be updated as your policy or service changes develop, and it exists as a log of evidence of due regard;
- Include this equality information in your verbal report to agenda planning groups or directly to portfolio holders and other decision making groups.

**Your summary of equality analysis must include the following information:**

- if this policy, service change or withdrawal is relevant to equality, and if not, why not;
- the evidence base (information / data / research / feedback / consultation) you used to help you understand the impact of what you are doing or are proposing to do on people with protected characteristics;
- what the evidence base (information / data / research / feedback / consultation) told you about people with protected characteristics;
- what you found when you used that evidence base to assess the impact on people with the protected characteristics;
- whether or not your policy or service changes could help to advance quality of opportunity for people with any of the protected characteristics;
- whether or not your policy or service changes could help to foster good relations between communities.



## ***Report to the Cabinet***

**Report reference:** C-003-2017/18

**Date of meeting:** 15 June 2017



**Epping Forest  
District Council**

**Portfolio:** Technology and Support Services

**Subject:** Digital Enterprise Programme

**Responsible Officers:** John Houston / Mike Warr (01992 564472).

**Democratic Services:** Gary Woodhall (01992 564470).

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### **Recommendations/Decisions Required:**

- (1) That Cabinet agrees the content of the Digital Enterprise Programme brief and endorses the cross-border, cross-sector collaborative approach;
- (2) That Cabinet agrees the use of the External Partnership Fund up to maximum of £25,000 to make an additional EFDC contribution as determined by the level of funding secured from partners to commission a co-funded digital strategy for the wider West Essex / Eastern Herts area or Digital Innovation Zone;
- (3) That Cabinet agrees the proposal to allocate up to £45,000 from the Epping Forest Economic Opportunities Fund towards the examination of options for the provision of free town centre wi-fi in one, some or all of the district's town centres, and, subject to consultation recommendations, the procurement of the most appropriate model and service provider;
- (4) That Cabinet agrees, subject to (3) above, that any additional investment required be subject to a further report to Cabinet;
- (5) That Cabinet endorses the expression of interest in further investment in the superfast broadband network sent by letter from the Portfolio Holder for Technology and Support Services to BDUK / Essex CC; and
- (6) That, subject to the success of the grant application to BDUK, a further report to Cabinet be considered seeking agreement to invest further in the local superfast broadband programme and if agreed to submit a bid for funding as part of the 2018/19 budget process.

### **Executive Summary:**

Epping Forest District Council has seen considerable investment in the enhancement of its superfast broadband infrastructure and network capability in recent years. With coverage scheduled to reach approximately 97% of the district by June 2019, focus has now shifted to how the council can maximise the strategic return from this investment for its residents, businesses, visitors and partners. The Digital Enterprise Programme seeks to pull together a number of key inter-related digital projects that are planned for the district and, in some cases, its local authority neighbours, as well as public and private sector partners in order to achieve a coordinated set of benefits in the most efficient and effective way.

Three key project elements of the overall programme are detailed within this report so as to ensure visibility of the projects and formalise the approach that is being taken to develop these workstreams. First of all, a cross-sector, cross boundary digital strategy will be commissioned to develop a coordinated picture of the digital place that exists in the district and across the wider partnership area, and to establish a coordinated set of infrastructure needs and aspirations of the partners which might assist private sector providers in building their business cases to address these needs. Secondly, the programme will explore the potential to establish free town centre wi-fi throughout the district's town centres to support economic development and increased levels of digital engagement or connectivity. Finally, the report considers the proposed additional investment in superfast broadband to take the level of coverage across the district closer to 100% of homes and business premises.

### **Reasons for Proposed Decision:**

The Digital Enterprise Programme has the potential to contribute, directly and indirectly, towards the following Council 2015-2020 Corporate Plan strategic aims and objectives:

Objective 1 (c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and / or more cost effective outcomes.

Objective 2 (b) To increase opportunities for sustainable economic development and new local employment in the district and make Council services easier to access.

Aim 3 - To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

Objective 3 (b) To utilise modern technology to enable Council officers and members to work more effectively in order to provide enhanced services to customers

Objective 3 (c) To ensure that the Council understands the effects of an ageing population and works with other agencies to make appropriate plans and arrangements to respond to this need

### **Other Options for Action:**

It could be decided not to manage projects under the proposed Digital Enterprise Programme in accordance with adopted programme management best practice however this would run the risk of failing to identify and manage the programme's aims and intended benefits in the most effective way possible. It would also miss the opportunity to share programme management skills and methodology that are being utilised and developed elsewhere within the council.

The District could seek to pursue all of these projects in its own right and without the involvement of neighbouring authorities or the input of private sector providers. This would impact on the district's ability to go 'further, faster' and, in addition, this would artificially limit the scope of any digital projects or initiatives and potentially miss out on the opportunity to develop coordinated solutions for joint areas of need. Discussion held with private sector providers have indicated that their willingness to invest in test-bed concepts and projects is influenced by the scale of the solution they are being asked to deliver and delivering a solution to an individual organisation does not have the same level of investment attraction that a multi-partner project might have.

The District could also choose to not pursue this programme of digital projects, leaving all

future developments to be determined by market forces, upper tier council authorities or national government initiatives. This would risk the district falling behind if its location, assets or digital opportunities were not appealing in their own right and would put its residents and businesses at risk of not experiencing the best digital outcomes that are possible as well as denying the district council the opportunity to explore new and innovative ways of delivering its services. This is particularly the case as regards public free wi-fi where continuing to not provide this service could put our town centres at a comparative disadvantage to other nearby town centres and would limit the local authority's scope to deliver innovative smart technologies and initiatives as an add-on to the wi-fi capability.

## **Report:**

1. Epping Forest District Council has seen considerable investment in the enhancement of its superfast broadband infrastructure and network capability in recent years. Both through private sector service provision and the ongoing Broadband Delivery UK (BDUK) and Superfast Essex rollout programme, levels of superfast broadband coverage have risen to one of the highest levels in the county.

2. The initial Phase 1 Superfast Essex broadband programme, representing an investment of £24.6million in broadband infrastructure in areas where commercial suppliers were not providing service aimed to make superfast broadband available to 87.4% of home and business premises in Essex by summer 2016. A further £10.62m was to be made available to Essex through the BDUK programme provided it was matched locally to enable coverage of 93%. Essex CC asked districts to consider contributing additional match funding in order to enable coverage of 95% to be achieved and Epping Forest District Council agreed funding in the sum of £84,000 to initially enable 95% coverage in the district.

3. EFDC's high level of early engagement with the Superfast Essex programme, at Member and officer level, and the commitment to provide this funding contribution towards the overall Essex funding for Phase 2 of the programme, lead to Epping Forest becoming the best choice for what became known as the Rural Challenge Project or Phase 2(b). This project aimed to deliver superfast broadband to thousands of rural homes and business premises within the north-east part of the district where service provider business models made it difficult to justify the required investment.

4. As a result of the subsequent OJEU procurement exercise, fibre broadband provider Gigaclear were awarded the contract and work began to deliver ultrafast broadband speeds (up to 1000Gbps) to these rural premises. This represented a total external investment of £7.5m into the district. Due to the high number of properties that the Gigaclear proposal will reach, the level of superfast broadband coverage across the whole of Epping Forest District will now reach 97% by the conclusion of Phase 2 of the rollout. Phase 2(b), the Rural Challenge Project is due for completion by Dec 2017, with the remainder of the programme (Phase 2(a)) which is being rolled out across Essex by BT due for completion by June 2019.

5. The focus of progress and investment is now shifting towards how best to maximise the value of these improved networks for both local business and public service delivery which are, similarly, being built in neighbouring authorities. Again, working closely with Essex County Council, EFDC has begun to explore the potential to develop Smart Place initiatives, applications and projects which will improve our residents and businesses ability to access, utilise and exploit these network improvements and achieve improved life outcomes and value for money. This will enable the district to maintain and improve its position as a 'great place to do business.'

6. EFDC does not however see its own administrative boundaries or range of service delivery as the natural or most effective delimiter for such a project and has actively sought

through One Epping Forest the involvement of not only neighbouring local authorities in Essex and Hertfordshire but also key public sector service delivery partners such as the West Essex CCG, Princess Alexandra Hospital in Harlow and Public Health England as well as local private sector digital enterprises such as the KAO PARK Data Centre in Harlow. A Smart Places Seminar hosted by EFDC and attended or supported by the above organisations, was recently held at which partners agreed to work together to develop an approach to digital issues and infrastructure. A copy of the Executive Report of the Seminar is attached as Appendix 1.

#### Digital Enterprise Programme (DEP)

7. This emerging programme of work, looking to explore and exploit the potential of the district's digital infrastructure and those of its neighbours covers a range of projects that demonstrate some common themes and synergies that collectively offer an opportunity to work creatively and innovatively across borders, across sectors and across common administrative boundaries such as funding and governance.

8. The task of managing, coordinating and delivering these many projects is not however underestimated and it is therefore intended that the collective of projects be formally managed as a programme according to a formal programme management methodology. This aims to build on the council's transformation programme which is promoting an improved corporate approach to project and programme management and the adoption of an appropriate formal methodology.

9. Through formal programme management it is planned that not only will the organisation, monitoring and delivery of the projects be more effectively achieved but also the management of the benefits accruing from the programme and the changes resulting from the programme be better managed and realised.

10. The delivery of a more integrated, coordinated digital infrastructure and a planned set of digital needs and requirements that covers not only the council but also its local public sector partners, could have a positive impact on the degree to which the transformation programme and its constituent projects are able to achieve their goals and deliver the planned benefits to residents.

11. It is therefore intended that the transformation programme team be kept fully up to date on progress with the Digital Enterprise Programme (DEP) and be invited to participate in or advise the programme on relevant projects and workstreams as appropriate.

12. The Programme Brief for the DEP has been attached to this report as an Appendix and this sets out in more detail the outline business case of the DEP as well as the vision for the programme and benefits it hopes to realise. Cost, resource and risk implications are also considered before arriving at a recommended way forward. This programme brief will shortly be considered by the One Epping Forest Economic Board and their approval to proceed sought. The programme brief also sets out the proposed candidate projects for the programme. In brief, these are:

- establish a coalition of partners to act as a reference group for the programme;
- commission a cross-border, cross-sector digital strategy;
- achieve designation of a Digital Innovation Zone in relevant plans and strategies;
- explore options for provision of free town centre wi-fi;
- work with Essex CC to explore the potential for Smart Place initiatives throughout the district; and
- work with private sector service providers to explore how they might work within the Digital Innovation Zone to test out new ways of working and delivering services.

13. It is hoped that through the delivery of the DEP and its projects, artificial limitations can be avoided and the potential to deliver coordinated infrastructure needs through combined funding and integrated governance can be maximised, thereby increasing the potential market for external service providers and enhancing the chances of improved and more competitive infrastructure developments in the area.

14. Cabinet is asked to agree the content of the Digital Enterprise Programme Brief and endorse this cross-border, cross-sector collaborative approach, working through the One Epping Forest Smart Places Task Force chaired by the Portfolio Holder for Technology and Support Services.

#### Digital Strategy and Digital Innovation Zone

15. As already mentioned, a key element of the DEP is the plan to work across administrative borders and with a range of organisations. In so doing, it is hoped that a coordinated set of digital infrastructure needs can be arrived at which addresses the immediate and strategic requirements of all partners but which also offers the opportunity to potentially aggregate these with other partners and thereby enhance their appeal to service providers. A key element of this is to also better understand the planned infrastructure investment intentions of private sector and other public providers to look to coordinate and share costs and benefits where possible.

16. Informal discussions that have already taken place with private sector providers have indicated that whilst the needs of a single organisation such as the district council may not offer the commercial returns they are looking for to justify major infrastructure expansion programmes, the combination of multiple projects and requirements in a defined geographical area might enable them to build sustainable business cases.

17. This however, has not been done before and is not the established way in which public sector commissioning takes place in silos ie. it is more common for public sector organisations to commission solutions for their own organisational needs rather than looking more widely.

18. It will therefore be necessary to commission expert advice and assistance to look at what needs to be delivered and how it might be achieved. There is currently little sharing between public sector organisations of infrastructure asset information, strategic investment plans or proposed enhancements, and available budgets for such projects. Likewise the nature of existing infrastructure capabilities, often located in close proximity to each other is not understood. This project also touches on the public sector reform agenda.

19. Equally, there is little coordinated awareness of the strategic infrastructure needs of the private sector. What do they already provide or use? How might their future growth be restricted by the limitations of existing infrastructure and a lack of plans to invest significantly, in the future?

20. It is therefore proposed that an innovative, forward-thinking ICT / infrastructure / network specialist consultancy be commissioned to produce a strategic document that establishes the combined digital identity, nature, and potential of Epping Forest District and its immediate geographical neighbours thereby establishing the Digital Innovation Zone as a place that attracts innovative service providers to test out new ways of working and delivering services.

21. Such a Digital Strategy should represent a snapshot of the assets, infrastructure, skills and resources of the area (both public and private sector owned) as well as the appetite

and ambition for development and innovation of the partner organisations and their immediate and longer term strategic needs that will determine their ability to develop and innovate.

22. Such a Digital Strategy should also identify areas of similarity, synergy and conflict and potential opportunities to combine and cooperate to maximise the collective benefit to the area and minimise dis-benefits.

23. Identifying, positioning and marketing the district and its geographical neighbours and partners at the forefront of digital connectivity, application and innovation will be key to enabling infrastructure providers to build suitable business cases for development, ensuring that the best digital outcomes are achieved for our residents, businesses and visitors.

24. Successful procurement of the right consultants will be key. An outline figure of £40-£50,000 is anticipated to be required to achieve this. To date, £20,000 of funding for the strategy has already been secured from the London-Stansted-Harlow Programme of Development and further discussions are ongoing to secure an additional £35,000 from partners. It is proposed that an additional direct contribution by EFDC be made to the total funding pot from the £100,000 "External Partnership Funding – Delivering Better Taxpayer Value For Money" agreed by Cabinet in December 2016, the final amount to be determined by level of co-funding agreed with partners.

25. Cabinet is asked to agree the use of the External Partnership Fund to make an additional EFDC contribution as determined by the level of funding secured from partners to commission a co-funded digital strategy for the wider West Essex / Eastern Herts area or Digital Innovation Zone.

#### Provision of Free Town Centre Wi-Fi

26. A number of reports and studies have identified and reinforced the importance of town centre wi-fi connectivity infrastructure to both consumers i.e. residents, visitors and businesses and the wider local economy. The Super Connected Cities Programme identified wireless connectivity as a key ambition and this has led to numerous projects of different format and scope being introduced across the country.

27. Despite this, and perhaps because not all of these schemes have been a success, freely available public wi-fi schemes remain relatively uncommon outside major metropolitan centres and especially in smaller towns or those with lower footfall. Currently, none of the key town centres in Epping Forest District has a public wi-fi scheme although examples can be found relatively close by in places such as Hertford, Chelmsford, Colchester and Watford.

28. The 2015 "Digital High Street 2020" report noted a positive relationship between cities and towns with multiple wi-fi 'hotspots' and the presence of digitally engaged consumers on the high street, even in smaller centres and therefore free wi-fi that is publicly and easily available can act to pull people into the town centre, keep them in the centre for longer and encourage them to explore the retail and service offer of the town centre while they are there.

29. It is possible that a number of factors contribute towards local reticence to develop such wi-fi schemes. It is difficult to build a viable financial business case for a public wi-fi scheme without considering a variety of investment sources and at the same time it is difficult to identify which model of free wi-fi delivery is most suited to a particular town centre, its demographics and the aspirations of the investors.

30. There are numerous models of financing free wi-fi delivery including:

- metropolitan wireless concessions;
- smart city / town extended concessions;
- local authority investment;
- commercial advertising led models;
- sponsored and crowd-funded schemes;
- joint ventures between local authorities and private sector providers; and
- Business Improvement District (bid) lead schemes.

31. This variety of models means that the potential costs of any wi-fi scheme can vary greatly. From fully sponsored schemes that form part of larger regeneration programmes to small scale schemes funded by local business lead groups such as BIDs to more ambitious area-wide schemes that cover beyond the usual town centre boundaries the costs to the local authority can range from zero to hundreds of thousands of pounds.

32. It should however be noted that, increasingly, local authorities are taking into account more than just the straight financial calculations of revenue or return on investment and are including motivations such as digital inclusion, social value, meeting modern-day resident and business expectations in an increasingly digital world, stimulating the local economy and equipping or future-proofing the local town centres to ensure they are well placed to exploit smart technology and future advances in digital capability. A number of local authority schemes aspire to be cost-neutral but this is likely to involve more than just a 'cost of delivering the wi-fi versus income' formula.

33. There also numerous methods of installing the networks within town centres from mobile phone small cell technology to wireless transmitters hosted on public sector assets such as street lighting or CCTV columns, to rooftop transmitters, to pavement level technology that sits beneath manhole covers.

34. Discussions held with private sector service providers suggest there is interest in exploring the possibilities for delivering free wi-fi in one, some or all of the district's town centres and also some appetite for sponsorship of the programme linked to wider investment. Furthermore, in conversations with local business representatives it has been apparent that some form of public wi-fi would be welcomed. In addition, discussions the council has had with Essex CC has confirmed that they would be interested in exploring possibilities to deliver such a scheme and whether assets such as the street lighting infrastructure can contribute towards making this possible. With this level of enthusiasm and ambition it is hoped that a viable model for delivery and maintenance could be established in the district.

35. Identifying the ideal model for the district's town centres and its partners is key but the complexities surrounding that identification should not be underestimated. It may even be the case that the differences between the district's centres would lead to different models in different towns. A number of local authorities have commissioned consultants to look in depth at their local areas, identify the local opportunities for wi-fi including use of authority assets, soft-market test the appetite for service providers to engage with the local authorities to develop schemes and recommend the preferred way forward for the particular area.

36. Exploration of the possibility for free public wi-fi in the district is a key project for the Digital Enterprise Programme and it is recommended that this be one of the first projects taken forward, potentially in parallel with the development of the Digital Strategy.

37. It is recommended, in order to take this project forward that, that funding be allocated to the project from the Epping Forest Economic Opportunities Fund previously known as the Town & Village Centres Opportunities Fund. Members will recall that this scheme has remained underspent over a number of years despite efforts to encourage wider participation. At the most recent review of the scheme it was recommended that no further funds be

allocated to in until it had demonstrated that value for money schemes could be supported. It was also agreed that suggestions for schemes to be funded could come forward from One Epping Forest and Epping Forest DC Economic Development Officers. On this basis it is proposed that £45,000 from the fund be allocated towards the exploration of a potential public wi-fi scheme to including an element to procure a suitable consultant to review the options that exist for such schemes in the district. This allocation should be made notwithstanding that it may be possible, through partnership working across both public and private sectors, to develop cost-free or low-cost solutions for one, some or all of the town centres.

38. Acknowledging that the cost of a scheme to reach all the district's town centres could demand a phased approach to delivery and funding it is also recommended that if the initial phase of the project proves successful the reintroduction of the annual funding of the Economic Opportunities Fund be considered in order to facilitate the rollout of a wider scheme.

39. Cabinet is asked to agree the proposal to allocate up to £45,000 from the Epping Forest Economic Opportunities Fund towards the examination of options for the provision of free town centre wi-fi in one, some or all of the district's town centres, and, subject to consultation recommendations, the procurement of the most appropriate model and service provider;

40. Cabinet is also asked to agree that should an initial investigation of the options for the provision of free wi-fi in all of the district's town centres indicate further investment might be required, a further report to Cabinet can be brought exploring the options for further funding.

#### Supplementary Phase of Superfast Broadband Rollout Programme

41. As previously mentioned, much work is ongoing to deliver an enhanced level of superfast and ultrafast broadband connectivity throughout the district. Upon completion of Phase 2 of the Superfast Essex / BDUK programme it is anticipated that coverage across Epping Forest district will be approximately 97%, making us one of the best connected districts in the county.

42. The council's ambitions for the district however go further than this and recognise the importance of expanding superfast broadband connectivity to reach our remaining most rural homes and businesses as soon as possible. The council is therefore considering a further local investment in broadband infrastructure, under the Superfast Essex programme.

43. As mentioned by the Portfolio Holder for Technology and Support Services at the Cabinet meeting of 9<sup>th</sup> March, 2017 a letter has been sent to BDUK / Superfast Essex as an expression of the council's interest in further investment in the superfast broadband network. The letter confirms that the Council will provisionally allocate an amount of up to £350,000 as a potential local contribution to a further rollout programme, with the exact amount to be confirmed once bids for the current procurement have been received and the size and scope of the local investment can be more clearly defined. It is assumed that BDUK grant will be available to match this additional local contribution.

44. Should this investment proposal come to fruition, this would be part of a three year project, and the council's contribution could be phased in towards the end of that i.e. 2018/19 or even 2019/20.

45. Cabinet is asked to endorse the expression of interest in further investment in the superfast broadband network sent by letter from the Portfolio Holder for Technology and Support Services to BDUK / Essex CC confirming the council will provisionally allocate an



amount of up to £350,000 as a potential local contribution to a further superfast broadband rollout programme to be fully match funded by BDUK grant, noting that the letter does not constitute a firm commitment to invest and the exact amount to be confirmed and approved by Cabinet once bids for the procurement have been received and the size and scope of the local investment can be more clearly defined.

### **Resource Implications:**

The Digital Enterprise Programme and related projects will initially fall within the remit of the economic development team, with one economic development officer leading all workstreams. It does however need to be borne in mind that additional resource and capacity may be required to allow the programme to go 'further, faster'. Skills such as project and programme management may need to be accessed or supplemented from elsewhere in the council eg, through the transformation team and further utilisation of additional economic development resources may be required to help run the programme. Support from Essex CC has been offered in terms of facilitating contacts or providing workspace but there may also be scope for more direct involvement of the county council through secondment or co-location of personnel.

Funding may be required directly from EFDC to secure the procurement of the digital strategy. An allocation of between £5 - £25,000 from the "External Partnership Funding – Delivering Better Taxpayer Value For Money" fund could be required subject to willingness of partners to contribute.

The cost of a town centre public wi-fi scheme is not known. However, a £45,000 allocation from the Epping Forest Economic Opportunities Fund is sought to facilitate the procurement of a suitable consultant and to fund a potential initial scheme. As at the beginning of the 2017/18 year approximately £52,000 remained uncommitted in the fund with a bid in progress of approximately £4300 to be considered.

The successful procurement of a supplementary phase of the Superfast Essex programme could require up to £350,000 to be allocated from District Development Fund across up to three years.

### **Legal and Governance Implications:**

The innovative cross-border, cross-sector working could involve governance complexities that cannot be anticipated at this point and which will need to be worked through as the programme develops.

### **Safer, Cleaner and Greener Implications:**

None

### **Consultation Undertaken:**

Discussions with public sector partners and private sector service providers.

### **Background Papers:**

Available from Economic Development team

**Risk Management:**

There is a reputational risk to be managed arising from leading such an innovative programme of work

Risks associated with individual projects will be assessed and mitigated against as and when those projects come forward for initiation.

# Equality analysis report

Use this report template to record your equality analysis. This report is a written record that demonstrates that you have shown *due regard* to the need to **eliminate unlawful discrimination, advance equality of opportunity and foster good relations** with respect to the personal characteristics protected by equality law. Due regard must be paid at formative stages of policy or service development, changes, or withdrawal.

To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:

- Factsheet 1: Equality Profile of the Epping Forest District
- Factsheet 2: Sources of information about equality protected characteristics
- Factsheet 3: Glossary of equality related terms
- Factsheet 4: Common misunderstandings about the Equality Duty
- Factsheet 5: Frequently asked questions
- Factsheet 6: Reporting equality analysis to a committee or other decision making body

If you require further help, please contact the Performance Improvement Unit.

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Digital Enterprise Programme
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Delivery of a new digital strategy for Epping Forest District and the wider Digital Enterprise Zone. Installation of free town centre wi-fi, Extension of the level of superfast broadband coverage in the district through additional investment in the Superfast Essex programme.
Relationship with other policies / projects:	Information and awareness links with Transformation Programme. Linked with the wider Essex CC Superfast Essex programme
Name of senior manager for the policy / project:	John Houston
Name of policy / project manager:	Mike Warr

## Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>Yes. Both the digital strategy and the proposals for free wi-fi in the town centres of the district have the potential to impact on all sectors of society. Improved infrastructure for internet connectivity could enhance the lives of all residents, businesses and visitors and improve their ability to access services, whether provided by the council, the public sector and private sector partners directly involved or the wider economy and service sector at large.</p>	If yes, state which protected groups:
	<p>All groups</p> <p>If no, state reasons for your decision:</p>

<p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	
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### Step 3. Gather evidence to inform the equality analysis

What evidence have you gathered to help you understand the impact of your policy or service change or withdrawal on people? What does your evidence say about the people with the protected characteristics? If there is no evidence available for any of the characteristics, please explain why this is the case, and your plans to obtain relevant evidence. Please refer to Factsheet 2 ‘Sources of evidence for the protected characteristics’

Characteristic	Evidence (name of research, report, guidance, data source etc)	What does this evidence tell you about people with the protected characteristics?
Age – older people	<p><a href="#">ONS Internet users in the UK: 2016</a></p> <p>EFDC consultation: The impact of an ageing population on the services of the Epping Forest District</p>	<p>“While we have seen a notable increase in internet usage across all groups in recent years, many older and disabled people are still not online, with two-thirds of women over 75 having never used the internet.”</p> <p>Age is a factor as to whether an adult has used the internet. Since the survey began in 2011, adults aged 75 years and over have consistently shown the lowest rates of internet use. In 2011, the percentage of recent internet users aged 75 and over was 19.9%. In 2016, this has nearly doubled to 38.7%, up from 33.0% in 2015.</p> <p>Recent internet use in the 65 to 74 age group has increased by 68.7% since 2011. Since 2015, there has been an increase of 7.5% in the same age group.</p> <p>Adults aged 75 years and over had the highest rate of lapsed internet users in 2016 at 4.8%, compared with only 0.2% of adults aged 16 to 24 years. This suggests that, although more adults aged 75 years and over start using the internet, they are not necessarily continuing to use the internet.”</p> <p>National statistics estimate that between 2015 and 2020, over a period when the general population is expected to rise by 3%, the numbers of people aged over 65 are expected to increase by 12% (1.1 million); the numbers aged over 85 by 18% (300,000); and the number of centenarians by 40% (7,000). Epping Forest District has over 25,000 people aged 65 and older already living within the district and an additional 27,000 people aged over 50. Partnership working required to address future needs. Opportunities for employment of older people would help to reduce financial impact of an older population. Older people want to remain in their own homes with adaptations provided. Potential to gain financial benefits through more older people volunteering.</p>
	ONS 2011	17% of the population are 65 years or over
Age – young	<a href="#">truth, lies and the</a>	“...digital natives (12-18 year olds) are very confident

people	<p><a href="#">internet a report into young people's digital fluency (Demos 20-11)</a></p> <p><a href="#">Teenagers spend 27 hours a week online: how internet use has ballooned in the last decade (The Telegraph 2015)</a></p> <p>Epping Forest Youth Conference 2015 - Conference report</p>	<p>users of the internet, but are not particularly competent. There is some evidence to show that young people are discerning, careful internet users, but much else that indicates that the skills of digital natives do not match their own self-reportage:</p> <ul style="list-style-type: none"> <li>- Too many digital natives do not apply checks on the information they access – around one in four 12-15 year olds make no checks at all when visiting a new website</li> <li>- Aesthetics over quality: decisions about information is based on site design, rather than more accurate checks</li> <li>- Lack of teaching – only one-third of 9-19 year olds have been taught how to judge the reliability of online information</li> </ul> <p>“Young people aged between 16 and 24 spend more than 27 hours a week on the internet”</p> <p>Delegates were asked to select a key issue they would like to campaign on. The results were:</p> <p>Living wage 17%</p> <p>Tackling racism and religious 16% discrimination</p> <p>Mental health 15%</p> <p>A curriculum to prepare us for life 15%</p> <p>The end of austerity &amp; child poverty 8%</p> <p>Climate change 8%</p> <p>Extended Special Educational Needs 7% support</p> <p>Transport 7%</p> <p>Votes at 16 5%</p> <p>Fund Youth Services, don't cut them 2%</p> <p>The national picture revealed the five issues that received the most votes in the ballot were:</p> <ol style="list-style-type: none"> <li>1. Living wage</li> <li>2. A curriculum to prepare us for life.</li> <li>3. Mental health</li> <li>4. Transport</li> <li>5. Tackling racism and religious discrimination</li> </ol>
Age – EFDC employees	Workforce profile	Older workforce, largest proportion in 51-55 age group with impact on retirement in around 10-15 years with loss of local knowledge. Lower proportion of younger employees. Difficulty in attracting younger employees as result of housing costs locally.
Disability	<a href="#">ONS Internet users in the UK: 2016</a>	<p>25% of disabled adults had never used the internet. There were 0.5 million disabled adults who had last used the internet over 3 months ago, making up 50.0% of the 0.9 million lapsed internet users.</p> <p>In 2016, 97.3% of disabled adults aged 16 to 24 years were recent internet users, compared with 99.4% who were not disabled. Of disabled adults aged 75 years and</p>

	<p>How the internet still fails disabled people  <a href="https://www.theguardian.com/technology/2015/jun/29/disabled-people-internet-extra-costs-commission-scope">https://www.theguardian.com/technology/2015/jun/29/disabled-people-internet-extra-costs-commission-scope</a></p> <p><a href="#">The Disability Divide in Internet Access and Use</a>  Kerry Dobransky and Eszter Hargittai* (Northwestern University Communication Studies Department Research Fund)</p>	<p>over, 30.8% were recent internet users, compared with 48.1% who were not disabled. Across all age groups, the proportion of adults who were recent internet users was lower for those that were disabled, compared with those that were not.</p> <p>Since 2015, the number of disabled adults who had used the internet in the last 3 months has increased by 6.8% to 8.6 million in 2016.</p> <p>“Using a computer is still something many disabled people struggle with. According to the Office for National Statistics, in May 2015, 27% of disabled adults had never used the internet, compared to 11% of non-disabled adults. In 2013, Ofcom said that factors beyond age and income, possibly related to the individual’s disability, contribute to limited internet access.</p> <p>The Extra Costs Commission, launched by the disability charity Scope, did a year-long enquiry exploring the extra costs faced by disabled people, estimated to be on average £550 more a month. In the report released in June 2015 they cite that disabled people could save money by learning how to use the internet, for example by using cost comparison websites, yet disabled people were not online because of a lack of training, cost of equipment and the accessibility of web content.”</p> <p>“The increasing spread of the Internet holds much potential for enhancing opportunities for people with disabilities.</p> <p>We find that people with disabilities are less likely to live in households with computers, are less likely to use computers and are less likely to be online. However, once we control for socio-economic background, we find that people with hearing disabilities and those who have limited walking ability are not less likely to be Internet users.”</p>
Marriage and civil partnership	<p>ONS 2011</p> <p><a href="#">Couples, the Internet, and Social Media</a>  PEW Research Center</p>	<p>In October 2015 ONS confirmed a total of 15,098 couples had legally married since March 2014 however number have fallen by 70% since then.</p> <p>The overall impact of technology on long term relationships</p> <ul style="list-style-type: none"> <li>- 10% of internet users who are married or partnered say that the internet has had a “major impact” on their relationship, and 17% say that it has had a “minor impact.” Fully 72% of married or committed online adults said the internet has “no real impact at all” on their partnership.</li> <li>- 74% of the adult internet users who report that the internet had an impact on their marriage or partnership say the impact was positive. Still, 20% said the impact was mostly negative, and 4% said it was both good and bad.</li> </ul> <p>Overall, young adults are more likely to report that the</p>

		<p>internet has had an impact on their relationship (<b>refers to Age also</b>)</p> <p>- 45% of internet users ages 18-29 in serious relationships say the internet has had an impact on their relationship, while just one in ten online adults 65 and older say the same.</p>
Pregnancy and maternity	<p>Workforce data</p> <p>The Department for Business, Innovation and Skills (BIS) and the Equality and Human Rights Commission research report <a href="#">Pregnancy and maternity research findings</a></p> <p>ONS Birth Trends</p> <p><a href="#">Internet use by pregnant women seeking pregnancy-related information: a systematic review</a></p> <p><a href="#">Do mothers use the internet for pregnancy related information and does it affect their decisions during the pregnancy? A literature review</a></p>	<p>No data available</p> <p>Nationally: - around 11% dismissed, compulsorily redundant, or treated poorly and felt they had to leave their workplace. - 1 in 5 mothers said they'd experienced harassment or negative comments relating to the pregnancy. - 10% said their employer had discouraged them from attending antenatal appointments.</p> <p>Birth rate is falling nationally. In Essex Under 16 conceptions fell from 4 per 1,000 women om 2009- 2011 to 3.8 in 2010-2012.</p> <p>The Internet has become one of the most popular sources of information for health consumers and pregnant women are no exception.</p> <p>Based on the evidence in the literature, that a significant percentage of women in United Kingdom are using the internet as one of their main sources of information, it is crucial that maternity service providers accept the internet as a factor in the decision making process during pregnancy. Key conclusions from the literature appear to be that mothers now are more exposed than ever to a significant amount of different information: online forums, videos, medical websites and scholarly literature, effectively compelling them to develop decisions based only on the information they have accessed online.</p>
Race / ethnicity	<p>Essex Residents' Tracker Survey 2015:</p> <p>EFDC Complaints data</p> <p>ONS 2011</p>	<p>70% of people agree that people from different backgrounds get along well together.</p> <p>Since 1 April 2016, there were 38 Equality monitoring complaint forms returned via EFDC website and 16 were not completed. 22 forms were submitted by White British residents/customers followed by 3 by Asian or Asian British, 2 by Mixed white and Black Asian and 2 by Black or Black British Caribbean, only 1 form was submitted by White Irish Person</p> <p>- 85% of the EFDC district is whiteBritish (largest ethnic group) - 5% are other white groups (including Irish, White other, and Gypsies and Irish Travellers) (second largest ethnic group) - 2% are mixed ethnic background - 5% are Asian background including 2% Indian (third largest ethnic group) - 2% are black African, Caribbean</p>

	<p><a href="#">ONS Internet Users 2015</a></p> <p>PEW Research Center, 2016</p> <p>Ofcom, 2013</p>	<p>or other black groups - 0.006% are of other ethnic groups 0.005% of people in the district cannot speak English or cannot speak English well.</p> <p>Ethnic Group - In quarter 1 (Jan to Mar) 2015, the ethnic group with the highest percentage of recent internet users was the mixed or multiple ethnic background (97%). However, it should be noted that there is a higher degree of sampling variability around some categories of ethnic group and internet use, due to the small sample sizes used to compile the estimates. Therefore these estimates should be treated with caution.</p> <p><a href="#">Social Media Conversations About Race</a> - How social media users see, share and discuss race and the rise of hashtags</p> <p><a href="#">Ethnic minority groups love their gadgets and home technology</a> - People from ethnic minority groups say they love gadgets more than the British population as a whole (37% compared with 30%), they're also more likely to say it's important that their homes are equipped with the latest technology (32% compared to 20%). This rises to almost a half (47%) of those in the 'Asian Indian' group. Ethnic minority groups are also more likely to have home broadband and a mobile phone, although they are less likely to watch TV and listen to the radio, compared to the British population as a whole.</p>
Religion or belief	<p>ONS 2011</p> <p>The Crime Survey for England and Wales (CSEW)</p> <p>Home Office, Hate Crime, England and Wales 2014/15</p> <p>EFDC hate crime stats June 2016</p> <p>BBC, 2012</p>	<p>Christian (Persons) 77,053 Buddhist (Persons) 416 Hindu (Persons) 1,745 Jewish (Persons) 3,972 Muslim (Persons) 2,377 Sikh (Persons) 1,253 Other Religion (Persons) 432 No Religion (Persons) 28,061</p> <p>The second most common motivating factor in hate crime incidents (2011/12 and 2012/13) was religion (70,000 incidents per year).</p> <p>In 2014/15, there were 52,528 hate crimes recorded by the police, an increase of 18% compared with the 44,471 hate crimes recorded in 2013/14, of which: 3,254 (6%) were religion hate crimes</p> <p>EFDC hate crime statistics show some religiously motivated racial abuse hate crime in the district.</p> <p><a href="#">How the Church of England is engaging with social media</a> – “Faced with falling congregations, the Church of England is finding digital engagement via Twitter, Facebook and blogging sites a powerful and important part of its ministry and mission.”</p>



	The Guardian, 2011	<a href="#">What effect has the internet had on religion?</a> – “The importance of the web in everyday life – from banking to shopping to socialising – means that religious organisations must migrate their churches and temples to virtual real estate in order to stay relevant and to be where the people are.”
Sex	<p>ONS 2011</p> <p><a href="#">ONS Internet Users 2015</a></p> <p><a href="#">The Internet of Things, gender equality &amp; more (Tech City News)</a></p> <p><a href="#">ONS Internet users in the UK: 2016</a></p>	<p>There are more women than men in the district. (64,219 W / 60,440 M)</p> <p>Sex - In quarter 1 (Jan to Mar) 2015, 88% of men (22.2 million) and 85% of women (22.4 million) were recent internet users. Since quarter 2 (Apr to June) 2011, the proportion of men and women who were recent internet users has increased by 6 and 8 percentage points respectively.</p> <p>The Future of Gender Equality, a report by Yell Business, has indicated that despite the technology industry's notorious reputation for disruption and innovation, it is yet to disrupt unbalanced gender representation. Only 17% of jobs in the tech sector are held by women, with only 3% of venture capitalists and 7% of partners at top venture firms being female. The report did, however, highlight tech companies that have successfully tackled gender inequality within the workplace, such as team communication app Slack. Some 43% of Slack's employees are female, with women also holding 43% of the firm's leadership roles.</p> <p>“A higher proportion of men than women aged 65 and over are recent internet users. Since 2011, the largest increase in recent internet use has been in the older age groups, for both men and women. The largest increases in the number of recent internet users were in women aged 75 and over (169.0%), women aged 65 to 74 (80.7%) and men aged 75 and over (80.3%). Since 2015, the largest increases in the number of recent internet users were women aged 75 and over (19.7%) and men aged 75 and over (16.4%).</p> <p>Men in the oldest 2 age groups are more likely to use the internet than women in the same age groups. In 2016, 46.7% of men aged 75 years and over were recent internet users compared with 32.6% of women. In the 65 to 74 age group the gap between men and women using the internet in the last 3 months has closed, with 75.8% of men and 72.5% of women being recent internet users in 2016, compared with 73.0% and 68.4% in 2015, and 57.4% of men and 47.1% of women in 2011.</p>
Sexual orientation and Gender reassignment	<p><a href="#">FT.com “LGBT youth suffer isolation and intolerance”</a></p> <p>Government Equalities Office</p>	<p>“Amid the difficulties facing gay youth, many turn to the internet for support, community and information. A survey of gay American teens found they ...had more online friends and were highly likely to have used the internet to connect with other LGBT people.”</p> <p><a href="#">Providing services for transgender customers</a> If you set the atmosphere and culture by treating the inclusion of transgender people as ‘business as usual’ and nothing remarkable, it will help others to follow. In other words, be mindful of issues that can arise, but don't expect</p>

	<p>Institute for Economic and Social Research  <a href="https://www.iser.essex.ac.uk">https://www.iser.essex.ac.uk</a></p>	<p>there to be problems.</p> <p><a href="#">An Examination of Poverty and Sexual Orientation in the UK</a></p> <p>The economic impact of sexuality related stigma, harassment and discrimination occurs when economically related institutions, such as employers, schools, local authorities, etc. either deliberately or incidentally exclude people based on their sexuality.</p> <p>The report highlights various factors related to poverty and sexuality including the problems of youth homelessness, aging and retirement, health inequalities, educational attainment, school bullying, employment experiences including earnings, and wealth creation.</p>
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#### **Steps 4 & 5 Analyse the activity, policy or change (*The duty to eliminate unlawful discrimination*)**

Based on the evidence you have analysed, describe any actual or likely adverse impacts that may arise as a result of the policy decision. Where actual or likely adverse impacts have been identified, you should also state what actions will be taken to mitigate that negative impact, ie what can the Council do to minimise the negative consequences of its decision or action.

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>
Age	<p>As the delivery of services becomes more digital or online based there is a risk that older people become further isolated from the mainstream and less able to access vital services.</p> <p>There is a danger that inaccurate or inappropriate advice and information could be accessed and followed if careful thought is not given to how young people are equipped to safely navigate through web resources.</p>	<p>Part of the investigation of opportunities for Smart Places or digital initiatives could include the enhancement of elderly social care through digital applications that exploit improved connectivity. This enhance older peoples chances of living safely at home rather than in a social care home environment for longer</p> <p>Addressing the marketing and effective communication of new applications or initiatives will enable this to be addressed</p>
Dependents / caring responsibilities	None	
Disability	Without building in the appropriate accessibility to these digital initiatives those with disabilities could find it harder to access services.	Addressing accessibility will be a key element of any drive to deliver services to this section of society in a digital format. Without giving the customers the skills and tools the initiative will not achieve its aims.
Gender reassignment	None	

Marriage and civil partnership	None	
Pregnancy and maternity	There is a danger that inaccurate or inappropriate health advice could be accessed and followed if careful thought is not given to how messages are effectively communicated.	Addressing the marketing and effective communication of new applications or initiatives will enable this to be addressed
Race / ethnicity	None	
Religion or belief	None	
Sex	None	
Sexual orientation	None	

## Step 6.

### The duty to advance equality of opportunity

Can the policy, service or project help to advance equality of opportunity in any way? If yes, provide details. If no, provide reasons. (Note: not relevant to marriage and civil partnership)

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age	The internet can offer a discreet, safe and secure place in which to meet people of like-minded attitudes; similar age, race, religion or beliefs; at similar life stages such as pregnancy, adolescence, old age; or with similar lifestyles or health conditions. As such it can facilitate the sharing of relevant information and enable the targeting of marketing, information and service delivery. Thus rather than offering the same service to all in the same way but offering an appropriate tailoring of the service to the relevant groups it encourages those groups to access the services they need, promoting their own equality of opportunity.	The internet cannot necessarily equip potential users with the skills and tools they need to access such equality of opportunity.  To avoid the creation of further isolation and inequality of access to opportunity a means to ensure all groups are able to access the internet in an appropriate way and coordination with other skills, tools and services could be required.
Dependents / caring responsibilities	££??	££??
Disability	££??	££??
Gender reassignment	££??	££??
Pregnancy and maternity	££??	££??
Race / ethnicity	££??	££??
Religion or belief	££??	££??

Sex	££££	££££
Sexual orientation	££££	££££

### The duty to foster good relations

Can the policy, service or project help to foster good relations in any way? If yes, provide details. If no, provide reasons. *(Note: not relevant to marriage and civil partnership)*

Characteristic	How this policy, service or project can foster good relations:	Why this policy, service or project cannot help to foster good relations:
Age	<p>The internet and digital technology is rapidly advancing the nature of communication making the establishment of supportive communities, open conversations and rapid sharing of information, advice and assistance simple, cost-effective and sustainable to achieve.</p> <p>Groups sharing the same characteristics can establish an online identity which not only supports them and provides a safe haven within which to communicate with each other but also enables them to establish a group identity through which they can communicate their collective voice with other groups and build mutually supportive networks for action, lobbying, cooperation and support.</p>	The free and often anonymous access that such groups facilitate and the safe environment they create could lead to the opportunity for those with unsympathetic views to gain access and interrupt, upset or otherwise compromise the communities.
Dependents / caring responsibilities	££££	££££
Disability	££££	££££
Gender reassignment	££££	££££
Pregnancy and maternity	££££	££££
Race / ethnicity	££££	££££
Religion or belief	££££	££££
Sex	££££	££££
Sexual orientation	££££	££££

### Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis (add additional rows as required):	Name and job title of responsible officer	How and when progress against this action will be reported
1. Ensure that the commissioned digital strategy consultants have due regard for the need to consider equality issues.	Mike Warr, Economic Development	As part of the setting of the consultancy brief and the

	Officer	procurement process.
2. Ensure any free town centre wi-fi scheme is capable of working across accessible platforms, does not exclude any section of society and is suitably safe for all to use	Mike Warr, Economic Development Officer	As part of the procurement process.
3.		

Name and job title of officer completing this analysis:	Mike Warr
Date of completion:	15 <sup>th</sup> May 2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Derek Macnab, Deputy Chief Executive and Director of Neighbourhoods
Date of authorisation:	16 <sup>th</sup> May 2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	16 <sup>th</sup> May 2017

### **Step 8. Report your equality analysis to decision makers:**

Your findings from this analysis (and any previous analysis) must be made available to a decision making body when it is considering the relevant service or policy.

Therefore you must:

- reflect the findings from this analysis in a 'Due Regard Record' (template available), and attach it as an appendix to your report. The Record can be updated as your policy or service changes develop, and it exists as a log of evidence of due regard;
- Include this equality information in your verbal report to agenda planning groups or directly to portfolio holders and other decision making groups.

### **Your summary of equality analysis must include the following information:**

- if this policy, service change or withdrawal is relevant to equality, and if not, why not;
- the evidence base (information / data / research / feedback / consultation) you used to help you understand the impact of what you are doing or are proposing to do on people with protected characteristics;
- what the evidence base (information / data / research / feedback / consultation) told you about people with protected characteristics;
- what you found when you used that evidence base to assess the impact on people with the protected characteristics;
- whether or not your policy or service changes could help to advance quality of opportunity for people with any of the protected characteristics;
- whether or not your policy or service changes could help to foster good relations between communities.

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# Smart Places Seminar

Epping Forest College, 15th March 2017

Executive Report







Saboochi Famili welcomes delegates



David Wilde sets out ECC's vision



Alex Perrin outlines Virgin Media's next stage in evolving the business

## Introductions and Welcome

The event began with a welcome from the new Principal of Epping Forest College, Saboochi Famili. Saboochi set out the College's ambitious plan for improvement and highlighted the importance of not only establishing effective digital infrastructure, but also maximising its use. This she felt was critical for all employers in the area and in particular for public service providers looking to increase their efficiency and reach.

## Smart Places Taskforce

Cllr Alan Lion updated delegates on the emerging work programme of the recently established Smart Places Team. Currently, this was a joint initiative by Epping Forest District Council and Essex County Council, but work had attracted significant interest from colleagues in neighbouring councils, local business and infrastructure providers, many of whom were attending the event. It was clear that this work to coordinate, champion, promote and use infrastructure was essential to partners' plans.

We see the Smart Places Taskforce being the engine for expansion of the network with increased competition as well as looking at how all the organisations operating in our area can utilise the opportunities it will bring to serve communities and customers in new, better and more efficient ways. The district will soon reach its initial target of 97% superfast broadband coverage but is already looking at the next investment to reach 99% coverage.

Cllr Lion set out an ambition to establish a **Digital Enterprise Zone** covering west Essex and eastern Hertfordshire to work closely with partners in neighbouring councils, the health and private sectors to ensure that we make the whole greater than the sum of the parts.

## Smart Essex

David Wilde, Chief Information Officer for Essex County Council (ECC) picked out all the key elements of a smarter place where investment was needed and areas where challenges could be met, including smart movement, streamlined public services, smart places and smart lives.

The County Council is already investing significantly and will continue to do so across Essex. But this agenda cannot be delivered by one organisation in isolation. ECC want to work in distinct areas with different opportunities, characteristics and partners. In particular ECC welcomes partnerships with the private sector and joint ventures with public sector colleagues. ECC will be working on a digital strategy for the whole county with a report setting out future ambitions presented to councillors expected in the Summer.

Today was an opportunity to begin to collaborate in a 'distinct place' to test different approaches, see how progress can be unlocked and the network driven 'further and faster.' The county council is committed to taking this project partnership forward and is looking for areas to innovate. Some new programmes around street lamp technology and crowd-funding initiatives are already being planned in Epping Forest.



## Virgin Media New Plans for Expansion

Alex Perrin from Virgin Media focused on the organisation's new approach to investment in developing networks. Virgin had been acquired by Liberty Global and had embarked on a potential £1.7 billion network investment programme that would for the first time see Virgin compete with BT Openreach on 'pipes in the ground.' This was obviously a major opportunity for the company but also local partners who could be a part of this exciting new departure. Virgin had a range of products that can also enable partners to provide services in more joined up and innovative ways, this included some of their social programmes, such as the connected multiple dwelling project, smart street and public Wi-Fi and special joint programmes with GPs around e-health.

Virgin was looking to identify distinct geographies and pilot areas where they could look to deploy the networks responding to current or future need, either from the public, or private sectors. Alex felt that the joint approach, which was reflected in the summit with many commissioning organisations from one place represented, is the way to go. This offered economies of scale, and also the ability for different projects to connect up and 'piggyback' on others. This might enable the new



Joe Foster from Easel TV looks to new ways of meeting customer needs



network to reach out to places that might not otherwise be served.

### Using a TV Platform to meet new needs

Joe Foster from Easel TV addressed delegates on the possibility of using traditional methods to reach, inform and serve communities, but utilising the very latest approaches and technologies. The idea of using TV content while not commonly applied to the direct provision of public services could offer an important added option as part of the digital revolution for service providers.

Joe felt that the full opportunities of local video channels had not been explored effectively and not the blending of this approach with other technologies to give a joined up solution. It was clear that much more work was needed to see how TV based services could be used to deliver a blended approach and a mix of methods of reaching and serving people.

Easel TV were very willing to take part in local exploratory work to see what approaches and technologies might work locally and, of equal importance, find out what applications from major private sector national approaches aren't going to work locally.

## Group Discussion and Next Steps

It was clear that the organisations represented were either already investing significantly or planning significant use of new digital infrastructure as part of their immediate service improvement plans. Speakers emphasised that while it is hard to work across organisational and geographic boundaries, this is where the real opportunity for additional savings and improvements to customer service lay. At the same time it was acknowledged that this is a programme, driven by industry and customer demand, that is testing the market to ensure it is founded upon a clear business case / benefit.

There was a consensus that, wherever possible, significant investment should be communicated widely to enable participation or engagement from a range of partners.

Specifically the following next steps were agreed by partners:

- The Smart Places steering group should be expanded to include representatives from the private sector, health colleagues and neighbouring authorities including west Essex and eastern Herts.
- A clear statement of current capacity and partners planned investment at the moment would be useful across sectors.
- The Taskforce agreed to focus on a number of quick wins with concrete deliverables to demonstrate proof of concept.
- Partners indicated support to joint commission a digital strategy to identify key opportunities for sharing, managing, delivering digital services and infrastructure and establish a digital enterprise zone.
- A bid to West Essex POD Fund would be made immediately on behalf of the steering group with other partners to assess contributions once cost is known.
- The group to reconvene in four months to review progress.
- One Epping Forest to undertake the interim actions outlined above.

For more information please contact Mike Warr at [mwarr@eppingforestdc.gov.uk](mailto:mwarr@eppingforestdc.gov.uk).



<b>Programme Name</b>	Digital Enterprise Programme				
<b>Senior Responsible Owner</b>	John Houston				
<b>Programme Manager</b>	Mike Warr				
<b>Date</b>	27/04/17	<b>Version</b>	0.01	<b>Status</b>	First draft
<b>Date</b>	9/5/17	<b>Version</b>	0.02	<b>Status</b>	Second draft
<b>Date</b>	24/5/17	<b>Version</b>	0.03	<b>Status</b>	Third draft

### Purpose:

The Programme Brief is an outline definition of what a programme is expected to achieve in terms of benefits, outcomes, scope and objectives. The contents of the Brief, once approved by the programme's sponsoring group, will be as the basis for developing the detailed programme definition, benefits profiles, business case, plans and governance arrangements.

## 1. Outline Vision Statement

To establish Epping Forest district as the best connected district in the region, including an aspirational target to approach 100% potential connectivity. In addition, to establish a wider West Essex / Eastern Herts Digital Innovation Zone as the best connected area of its kind in the region. The creation of this zone of digital innovation would establish it as a beacon area that service providers would recognise as open for innovation and prepared to collaborate to explore new ways of meeting demand. In doing this, to facilitate improved access to superfast broadband, free to access wi-fi and a wider range of competing service providers so that our residents and businesses can maximise the benefits of these opportunities. Through this work, to achieve sustained investment in the district's digital infrastructure to underpin the district's economic base and contribute to enhanced levels of business rate generation and retention.

In order to achieve this, to establish a coalition of willing partners across public and private sectors prepared to work together to jointly address the area's digital needs and coordinate funding resource and projects to achieve the maximum benefit in the most efficient and effective way.

Furthermore, to explore the opportunities for smart place technology and initiatives to transform the delivery of public service and understanding of the issues facing the district.

## 2. Benefits

A detailed, innovative and forward thinking digital strategy, which addresses customer-focussed need and market provision, to identify and deliver on key opportunities for digital infrastructure and services across the district.

A strong coalition of public sector partners prepared to work together to achieve the best possible outcome for residents and businesses. This will lead to identifying a set of mutual needs and developing a coordinated and, therefore, more efficient and effective spend on IT / network / infrastructure projects amongst coalition partners

An enhanced level of free network access for residents, businesses and visitors through free town centre wi-fi. This will have additional benefits of driving increased town centre footfall and visitor



dwelling times, driving growth in the local town centre economy.

A wider choice of network providers for residents and businesses.

Even greater levels of superfast broadband coverage facilitating ‘universal’ service initiatives that are dependent upon all residents being able to access services digitally.

### 3. Risks and issues

Failure to build and maintain an effective coalition of willing partners to aggregate spend, coordinate needs and overcome administrative and governance obstacles that could prevent rapid progress being made.

Failure of public sector partners to understand and fully embrace the opportunities of the expanded network to improve, streamline and refocus services and achieve significant savings.

Failure to attract sufficient funding to pursue the necessary projects identified under the programme including partners co-funding as deemed appropriate.

Failure to attract and maintain private sector interest in the programme, including potential loss of early investment leading to a failure to attract private sector infrastructure investment, reach 100% broadband coverage and offer wider network choice.

Failure to identify appropriate and sustainable financial, administrative and governance models that enable the coalition of public sector partners to work effectively with each other across all boundaries (administrative and geographical) and work with private sector partners in innovative and challenging ways.

Failure to adequately resource the programme delivery function, impacting on the ability of the programme management to effectively coordinate the delivery of the identified projects.

The appropriateness of the prospective county council projects to our district and the levels of interest, willing and capacity at a district service level for getting involved in the projects.

### 4. Constraints

A key constraint to the ambition contained within this programme brief will be the availability of the necessary capacity, resources, budget and skills. The programme and all related projects will initially fall within the remit of the economic development team, with one economic development officer leading all workstreams. It does however need to be borne in mind that additional resource and capacity may be required to allow the programme to go ‘further, faster’. Skills such as project and programme management may need to be accessed or supplemented from elsewhere in the council eg, through the transformation team and further utilisation of additional economic development resources may be required to help run the programme. Support from Essex CC has been offered in terms of facilitating contacts or providing workspace but there may also be scope for more direct involvement of the county council through secondment or co-location of resources.

The willingness of private sector partners to invest in district infrastructure. There is also a time urgency constraint in keeping the private sector partners interested as they often are working to very different pressures to the public sector and will want to see momentum at an early stage.

Available funding to procure digital strategy and willingness of public sector partners to co-fund this piece of work.

Available funding to invest in infrastructure schemes such as free wi-fi and the cost implications of the specifications of such schemes.

The ability to identify and procure suitable private sector suppliers to develop the required infrastructure and service.

The governance and procurement requirements of all the public sector organisations and partners and the degree to which these facilitate the unknown nature of potential public / private working and affect partnership working, pooled budgets and coordinated spend.

Capacity in other key public service providers eg. health to engage in developmental work and join up or coordinate plans to achieve better returns.

The ongoing EFDC transformation programme will determine how the council explores new ways of working and delivering its services. The degree to which these alternative approaches explore the digital world and look to exploit broadband infrastructure will constrain how much of a positive impact the DEP can have on that programme.

### 5. Estimated cost, effort and timescales

At this stage there is little certainty as to what the potential costs of the identified projects might be. Most are innovative and exploratory and so fixing potential costs is difficult.

A digital strategy is estimated to require in the region of £40-50k to procure, develop and deliver. This cost is intended to be co-funded in the main by the public sector partners with a potential contribution from the private sector to be defined.

A scheme to provide high street wi-fi could require a huge range of funding levels depending upon the preferred model of wi-fi provision, the scope and extent of the scheme (including how many town centres should be targeted) and the degree to which the initiative might be hung on other synchronous schemes utilising the same technology. Working through these options would be the first task of such a project. It is possible that low or zero cost solutions might be achievable through closer working with county council and private sector providers looking to explore and test new concepts in the area.

Management of the programme and the identified projects would fall mostly within the remit of the Economic Development Officer responsible for this workstream and will initially be achieved within the existing staffing resource. It should be acknowledged that there is the prospect that the totality of the Digital Enterprise Programme will account for the majority of the EDO's available time and resource. Programme leadership will come from the Economic Development Lead Officer

/ Assistant Director Planning and Economic Development with member level input from the Portfolio Holder for Technology and Support Services and administrative support from the Economic Development Assistant. Additional support could be sought through an expanded One Epping Forest Economic Board.

### 6. Outline Business Case

In an always developing digital world, positioning and marketing this district and its geographical neighbours and partners at the forefront of digital connectivity, application and innovation will be key to ensuring that the best digital outcomes are achieved for our residents, businesses and visitors.

Epping Forest district is already one of the best connected districts in Essex, given its geography and demographics ie. major rural hinterland and scattered rural settlements and has aspirations to drive its level of superfast broadband coverage as close to 100% as possible. Through its work on this, the district council has developed a strong working relationship with the county council who are keen to take a number of projects forward with the district council. Alongside this, strong relationships have also been built with a number of key national infrastructure providers and innovative service developers.

Failing to capitalise on this previous work and relationship building could open up the opportunity for other authorities to take the initiative and move these concepts forward, leaving Epping Forest to fully fund the projects from its own resources and initiative. Through developing a coalition of willing partners the potential intervention area for identified projects could stretch beyond just Epping Forest as a district and make it a more attractive investment proposition for potential partners.

Building on the work to date therefore, there are a number of digital projects that this Digital Enterprise Programme plans to explore, deliver and support.

- To create a coalition of willing public sector partners to look at the possible aggregation of needs, sharing of funding demands and the procurement of coordinated solutions
- To procure and deliver a digital strategy for West Essex and Eastern Herts that addresses the digital state of the area and identifies the strategic needs, assets and opportunities for the area to become a beacon for digital enterprise and innovative service delivery
- To explore and develop with Essex County Council a number of digital projects that will address key issues of joint priority such as traffic congestion, high street wi-fi connectivity and safe living / social care in the community
- To explore how the area's connectivity and infrastructure can be further enhanced in collaboration with private sector providers to address corporate demands, enhance provider choice and consumer experience, and act as a test-bed for new technology, concepts and ways of working
- To push on with further funding to address the remaining areas of the district without superfast broadband coverage and get closer to 100% coverage across the district. This could form part of the wider Superfast Essex broadband project running parallel with this programme or might be secured with additional private sector investment
- To support, where possible and appropriate, ways that the enhanced level of coverage and available infrastructure can inform the ongoing corporate transformation programme that

the district council is pursuing in order to transform the way it delivers its services

All of this will go towards positioning Epping Forest district and its immediate surroundings as the best connected, most forward thinking area to develop digital concepts and business, attracting economic growth to the area, enabling jobs growth and retention in rural areas and enhancing the benefits accruing to the area's residents, businesses and visitors.

### 7. Options

Epping Forest district could seek to pursue all of these projects in its own right and without the involvement of neighbouring authorities or the input of private sector providers. This would impact on the district's ability to go 'further, faster' and, in addition, this would artificially limit the scope of any digital projects or initiatives and potentially miss out on the opportunity to develop coordinated solutions for joint areas of need. Discussion held with private sector providers have indicated that their willingness to invest in test-bed concepts and projects is influenced by the scale of the solution they are being asked to deliver and delivering a solution to an individual organisation does not have the same level of investment attraction that a multi-partner project might have.

Epping Forest district could also choose to not pursue this programme of digital projects, leaving all future developments to be determined by market forces, upper tier council authorities or national government initiatives. This would risk the district falling behind if its location, assets or digital opportunities were not appealing in their own right and would put its residents and businesses at risk of not experiencing the best digital outcomes that are possible as well as denying the district council the opportunity to explore new and innovative ways of delivering its services.

### 8. Candidate Projects

It is anticipated that progress on all of the following candidate projects could be made within the current 2017/18 year. Specific timescales of delivery would be determined following authorisation and initiation of the individual projects.

Project 1 – Establish, develop and maintain a coalition of partners to work on the various strands of the Digital Enterprise Programme and act as steering group and reference group for the ongoing projects. This to include the achievement of EFDC member buy-in to the overall digital enterprise programme through the involvement of the One Epping Forest Economic Board. **Current position** – ongoing dialogue has been undertaken through a series of high level meetings one to one with private investors and public sector organisations, A Smart Places Taskforce lead by both Essex CC and Epping Forest DC has been established. A Smart Places Seminar attended by a number of partners from across the public and private sectors has already been held and a conference report produced and distributed with agreed next steps. A follow-up event is planned for June / July.

Project 2 – Commission, develop and deliver a digital strategy for West Essex / Eastern Herts to establish the joint strategic needs of the area's key public sector and private sector stakeholders, establishing the wider area as a Digital Innovation Zone to act as a beacon area for digital innovation. **Current position** – This approach was endorsed at the Smart Places Seminar. A bid for

£20,000 funding has been submitted to the West Essex POD Fund and this has been successful. Discussions have been undertaken with Essex CC and East Herts DC regarding funding contributions and initial positive responses have been received. Further discussions are to be held with Public Health England, Kaopark and Broxbourne BC.

Project 3- Achieve designation of Digital Enterprise Area in relevant plans and strategies.

Project 4 – Explore and develop options for provision of free town centre wi-fi in one, some or all of the district’s town centres. Establish the preferred models for delivery of infrastructure and sustainability of the network service and procure suitable provider to deliver.

Project 5 – Work closely with Essex County Council to explore opportunities to exploit the district’s connectivity and infrastructure to deliver new methods of service delivery that address areas of joint need and priority.

Project 6 – Work with private sector partners and service providers to explore how they might work within the wider Digital Innovation Zone to develop new technologies, explore innovative service solutions and deliver a wider choice of network provision for residents and businesses.

Linked programme A – Alongside the digital enterprise programme, EFDC is also undergoing a council-wide transformation programme which is exploring the ways in which the council can transform the delivery of its services and the way that it interacts with its customers – residents, visitors and businesses alike. This programme of transformation, including the ongoing transformation of the council’s customer contact offer, is beyond the scope of this programme and there is no intention to cover the same areas, whether intentionally or accidentally. However, the delivery of a more integrated, coordinated digital infrastructure and a planned set of digital needs and requirements that covers not only the council but also its local public sector partners, could have a positive impact on the degree to which these other programmes are able to achieve their goals and deliver the planned benefits to residents. It is therefore intended that the transformation programme team be kept fully up to date on progress with the DEP and be invited to participate in or advise upon relevant projects and workstreams as appropriate.

The Head of Transformation will be invited to be a member of the DEP programme team to establish a direct link between the two programmes as well as to assist with benefits management and change management and to bring valuable programme management advice to the programme team.

Linked programme B – running alongside these projects is the ongoing Superfast Essex (SFE) broadband programme. Continued delivery of the SFE objectives will be key to the success of the Digital Enterprise Programme. It is therefore proposed that the ongoing work of the economic development team to support the SFE programme is brought within the scope of the Digital Enterprise Programme to ensure full visibility and coordination of resource as appropriate. This is to include the work which has already begun to secure additional funding towards a Supplementary Phase of the SFE programme, co-funded by EFDC and BDUK, to address the gaps in superfast broadband coverage across the Epping Forest district.

## 9. Impact on current operations



Residents and businesses of the district and the wider partnership area are likely to see enhanced levels of real digital connectivity as a result of the programme. Not only experiencing better and more broadband choice but also the application of the infrastructure towards the enhanced delivery of services and the increased appeal of the district as a place to live, work, visit and do business.

Successfully delivered, the delivery of a coalition of willing partners across administrative, sectoral and geographical boundaries has the potential to transform the way local authorities and other public sector organisations within a non-administratively determined geographic area work together. If the identification of joint strategic needs can be combined with pooling of budgets and coordination of spend a new model for efficient and effective public sector delivery could start to emerge.

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## **Epping Forest District Council**

### **Report to Cabinet**

**Report reference: C-004-2014/15**

**Date of meeting: 15 June 2017**

**Portfolio: Leader**

**Subject: Corporate Plan Key Action Plan 2016/17 – Outturn**

**Responsible Officer: Monika Chwiedz (01992 562076)**

**Democratic Services: Gary Woodhall (01992 564470)**

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#### **Recommendations/Decisions Required:**

**(1) That the Cabinet review the outturn position for 2016-17, in relation to the achievement of the Council's key objectives for 2015/16 – 2019/20.**

#### **Executive Summary:**

The Corporate Plan is the Council's key strategic planning document, setting out its priorities over the five-year period from 2015/16 to 2019/20. The priorities or Corporate Aims are supported by Key Objectives and the annual identification of key objectives provides an opportunity for the Council to focus attention on how areas for improvement will be addressed, opportunities exploited and better outcomes delivered during the year. The key objectives are intended to provide a clear statement of the Council's overall intentions for each year, and are supported by a range of actions and deliverables designed to achieve specific outcomes.

A range of key objectives for 2016/17 was adopted by the Cabinet in February 2016. Progress in relation to individual actions is reviewed by the Cabinet and the Overview and Scrutiny Committee on a quarterly and outturn basis.

#### **Reasons for Proposed Decision:**

It is important that relevant performance management processes are in place to review progress against the key objectives, to ensure their continued achievability and relevance, and to identify proposals for appropriate corrective action in areas of slippage or under-performance. This report presents year-end progress for 2016/17 against the key objectives.

#### **Other Options for Action:**

No other options are appropriate in this respect. Failure to monitor and review performance against the key objectives and to consider corrective action where necessary, could have negative implications for the Council's reputation and judgements made about its progress, and might mean that opportunities for improvement were lost. The Council has previously agreed arrangements for the review of progress against the key objectives.

#### **Report:**

1. The Corporate Plan 2015-20 is the Council's highest level strategic document. It sets the strategic direction for the authority for the five year lifetime of the Plan. The Corporate Plan helps to prioritise resources to provide quality services and value for money. It focuses

on a number of key areas, which are known as Corporate Aims and are supported by a set of Key Objectives, which are delivered via an annual Key Action Plan.

2. The Key Action Plan 2016/17 is populated with actions or deliverables designed to secure progress against each of the Key Objectives during 2016/17. During the subsequent years in the lifetime of the Key Objectives, annual action plans will be developed which build on progress achieved during preceding years.

3. The key objectives for 2016/17 were adopted by the Cabinet at its meeting on 4 February 2016. The achievement of the objectives is supported by a range of individual deliverables and actions, with target dates spread throughout the year. Some of the deliverables can only be achieved incrementally or are dependent upon the completion of other actions, and are intended to be fluid to reflect changes in priorities and other influencing factors.

4. The annual action plans contain a range of actions designed to achieve specific outcomes and are working documents are therefore subject to change and development to ensure the actions remain relevant and appropriate, and to identify opportunities to secure further progress or improvement. Therefore during Q2, action (i) (b) 5) became no longer required. This is because the Cabinet has decided not to pursue this action.

5. Progress against the Key Action Plan is reviewed on a quarterly basis to ensure the timely identification and implementation of appropriate further initiatives or corrective action where necessary. A schedule detailing outturn progress against the forty-nine (49) individual actions of the 2016/17 Key Action Plan, is attached as Appendix A to this report. In reporting progress, the following 'status' indicators have been applied to the to individual actions as appropriate for year-end position:

(a) **Achieved (Green)** - specific deliverables or actions have been completed or achieved in accordance with in-year targets;

(b) **Under Control (Amber)** – expected to achieve target in the next 6 months;

(c) **Behind Schedule (Red)** - specific actions have not been completed or achieved in accordance with quarterly or other in-year targets, and completion/achievement may not be secured by year-end; and

6. At the end of the year:

Achieved	33 (68%)
Under Control	9 (18%)
Behind Schedule	<u>7 (14%)</u>
Total	49 (100%)

7. The Cabinet is requested to review year-end progress against the Key Action Plan 2016/17 to deliver the Key Objectives for 2015/2020. This report will also be considered by the Overview and Scrutiny Committee at its meeting on 6 June 2017. The views of the Scrutiny Committee will be reported to Cabinet on 15 June 2017.

#### **Resource Implications:**

Resource requirements to achieve specific actions during 2016/17 will have been identified by the responsible service director and reflected in the budget for the year.

#### **Legal and Governance Implications:**

There are no legal or governance implications arising from the recommendations of this report. Relevant implications arising from actions to achieve specific key objectives will have been identified by the responsible service director/chief officer.

**Safer, Cleaner, Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner, Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific key objectives will have been identified by the responsible service director/chief officer.

**Consultation Undertaken:**

Current progress in respect of each of the key objectives has been reviewed by Management Board (17 May 2017) and will be considered by the Overview and Scrutiny Committee on 6 June 2017.

**Background Papers:**

Progress against actions during 2016/17 as set out in this report, has been submitted by each responsible service director direct to the 'Ten' performance management system. Year-end progress submissions for 2016/17 and relevant supporting documentation is held by responsible service directors.

**Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific key objectives will have been identified by the responsible service director.

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# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Corporate Plan Key Action Plan 2016/17 – Outturn Report
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet review year-end progress against the Key Action Plan 2016/17 to deliver the Key Objectives for 2015/2020
Relationship with other policies / projects:	The Corporate Plan 2015-2020
Name of senior manager for the policy / project:	Gareth Nicholas, Senior Project Improvement Officer
Name of policy / project manager:	David Bailey, Head of Transformation

## Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.  <i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	If no, state reasons for your decision:  No. This is an outturn position for 2016-17, in relation to the achievement of the Council's Key Objectives. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.

Name and job title of officer completing this analysis:	Monika Chwiedz, Performance Improvement Officer
Date of completion:	16/05/2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	16/05/2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	16/05/2017

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**Aim (i) To ensure that the Council has appropriate resources, on an ongoing basis, to fund its statutory duties and appropriate discretionary services whilst continuing to keep Council Tax low.**

Key Objective (i)(a) To ensure that the Council's Medium Term Financial Strategy plans to meet the Council's financial and service requirements for any forward five year period, whilst minimising any reliance on Government funding.

Action	Lead Directorates	Target Date	Status	Progress
1) Deliver identified savings	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p> <p>Q2 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q3 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p> <p>Q4 (2016/17) Transformation savings of £107,260 of which £70,960 are General Fund and £36,300 HRA.</p>
2) Progress preparations for delivering savings for 2016/17	Management Board	31-Mar-17	Achieved	<p>Q1 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q2 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q3 (2016/17) Not yet due - will be progressed as part of the 2017/18 budget process.</p> <p>Q4 (2016/17) Budget approved by Council and medium term budget targets were achieved despite greater than anticipated reduction in New Homes Bonus.</p>
3) Develop additional business cases	Management Board	30-Sep-16	Achieved	<p>Q1 (2016/17) Printer Migration Project is being implemented. Transformation work-stream is reviewing further opportunities. Reports due in the autumn.</p>

				<p>Q2 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q3 (2016/17) Savings identified for 2016/17 total £107,260, of which £70,960 are general fund and £36,300 are HRA. Savings identified for 2017/18 total £40,500, of which £34,800 are general fund and £5,700 are HRA. Further savings ideas to be considered by the Cabinet for 2017/18 are estimated to range from £480,900 to £533,200. Of this £451,300 to £502,800 are general fund and £29,600 to £30,400 are HRA.</p> <p>Q4 (2016/17) Cabinet approved the transformation business case for the accommodation review. Detailed business case in preparation.</p>
4) Presentation of the Financial Issues Paper and MTFS update	Resources	31-Jul-16	Achieved	<p>Q1 (2016/17) The Financial Issues Paper will be presented to the Finance &amp; Performance Management Cabinet Committee on 14 July.</p> <p>Q2 (2016/17) The Financial Issues Paper was presented to the Finance and Performance Management Cabinet Committee on 14 July and the recommendations have now been agreed by Cabinet.</p> <p>Q4 (2016/17) as per Q3</p> <p>Q4 (2016/17) as per Q2 &amp; Q3</p>
5) Review the future options for the HRA Financial Plan and to sell "high value" empty Council properties	Communities	30-Nov-16	Achieved	<p>Q1 (2016/17) Awaiting Government Guidance and Regulations on the sale of "higher value" empty Council properties. The Review cannot be effectively undertaken until the level of the required levy to be paid to the Government is known.</p> <p>Q2 (2016/17) As Q1. However, some preliminary work on the resources available to the HRA for the Housebuilding Programme and levels of investment on the Council's housing stock have commenced, which will feed in to the review.</p>

				<p>Q3 (2016/17) Following the Government's announcement that the proposed High Value Voids Levy will not commence until at least 2018/19, and in view of the need to make strategic decisions for the HRA, the Housing Portfolio Holder has agreed that the further HRA Financial Options Review should be undertaken in 2 stages.</p> <p>The Council's HRA Business Planning Consultant has therefore been commissioned to provide a Stage 1 Options Report for consideration and it is planned to present the Options Report to the Finance and PM Cabinet Committee in Spring 2017, following consultation with the Communities Select Committee and Tenants and Leaseholders Federation, as previously agreed.</p> <p>Q4 (2016/17) The Finance &amp; Performance Management Cabinet Committee undertook the Stage 1 Options Review and Cabinet subsequently agreed Cabinet Committee's recommendation that the Council Housebuilding Programme should be resumed for Phases 4-6 and that the Council should revert back to the Government's Decent Home Standard, from the Council's Modern Home Standard.</p>
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Key Objective (i)(b) To continue to review and develop the Council's own assets and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts, and to deliver the following key projects:

- The Epping Forest Shopping Park, Loughton
- Council Housebuilding Programme
- St John's Redevelopment Scheme, Epping
- North Weald Airfield

Action	Lead Directorates	Target Date	Status	Progress
1) Complete phase 1 of the Council House-buildings	Communities	31-Jul-16	Under Control	<p>(Q1 2016/17) Following the termination of the contract with the contractor for Phase 1, due to poor performance, negotiations are being held with another contractor to complete the works.</p> <p>(Q2 2016/17) Following a comprehensive assessment of the outstanding works, PA Finlay has now been selected to complete the works through a Completion Contract. The contract is currently in the process of being signed. It is expected that works will commence on site W/C 31<sup>st</sup></p>

					<p>October 2016.</p> <p>Q3 (2016/17) Works commenced W/C 31st October 2016 as planned and the completed homes will be handed over in phases during 2017 for letting.</p> <p>Q4 (2016/17) The first 2 properties for Phase 1 have been handed over. The remaining properties will be handed over in stages during 2017/18.</p>
2) Commence Phase 2 of the Council Housebuilding Programme	Communities	30-Apr-16		Achieved	<p>(Q1 2016/17) The contract has been signed, the contractor has taken possession of the site and is due to commence works shortly.</p> <p>(Q2 2016/17) Works have commenced.</p> <p>(Q3 2016/17) Works continue. There has been a delay due to the need to undertake detailed contamination investigations and associated remedial works, but the contractor is of the view that the programme can be brought back on track. In any event, since it is a Design and Build Contract, there should be no claims for loss and expense from the contractor for the delay.</p> <p>Q4 (2016/17) Works continue</p>
3) Relocate the Housing Repairs Service from the Epping Depot to alternative suitable alternative premises	Communities	30-Apr-16		Under Control	<p>(Q1 2016/17) Planning permission has been received for the construction of a new Repairs and Maintenance Hub at Blenheim Way, North Weald, for which it will take around 18 months to procure and undertake the works. However, at the meeting of Cabinet in July 2016, it was agreed that no further work should be undertaken on the proposal until after the outcome of the Strategic Accommodation Review, due to be reported to Cabinet in October 2016.</p> <p>(Q2 2016/17) The outcome of the Strategic Accommodation Review was not able to be reported to the October meeting of the Cabinet, and is unlikely to be reported until early 2017.</p> <p>(Q3 2016/17) As Q1 and Q2. In the meantime, the costs and implications of providing a temporary Housing Repairs Depot at North Weald Airfield is being explored as a possible short term interim option.</p>

					Q4 (2016/17) In March 2017, Cabinet agreed that the Housing Repairs Service should be co-located at the Oakwood Hill Depot, Loughton. An officer project team has been formed, chaired by the Asst Director (Housing Property & Devt.), which will consider the works required to achieve the solution and report to Cabinet accordingly.
4) To facilitate, by the purchase of Essex County Council's interest and subsequent disposal to the preferred developer, the St John's Road redevelopment scheme.	Neighbourhoods	30-Apr-16		Under Control	<p>(Q1 2016/17) The final terms of the purchase of the County Council's interest and subsequent disposal to Frontier Estates have been agreed and are to be considered by the respective Cabinet Committees in July 2016. The agreement will be in principle subject to further confirmation from the Secretary of State with regard to State Aid Regulations.</p> <p>(Q2 2016/17) Following the receipt of the State Aid consent form the Secretary of State, the final drafting of the Local Documentation for the District Council's purchase and subsequent sale to Frontier Estates at Essex County Council's interest in the site is nearing conclusion. Hope to practically complete by the end of October.</p> <p>(Q3 2016/17) The purchase of Essex County Council's interest in the St John's Road development site was completed in Mid December 2016. Arrangements have been made to continue with site security during the period of the development of the Planning Application by the preferred partner Frontier Estates.</p> <p>Q4 (2016/17) Since the Council purchased the site in December 2016, negotiations have continued with the Council's preferred developer Frontier Estates also involving Epping Town Council, to ensure that the form of development brings forward both the economic development and community benefits sought to be delivered by the agreed Design and Development Brief. These negotiations are yet to conclude.</p>
5) Work in partnership with Moat Housing to commence the development of the Council garage site	Communities	30-Jun-16		None	<p>(Q1 2016/17) A comprehensive Car Parking and Affordable Housing Plan for Vere Road, which includes consideration of the future of this site, is due to be considered by the Asset Management and Economic Development Cabinet Committee on 22nd August 2016.</p> <p>(Q2 2016/17) The Car Parking and Affordable Housing Plan was</p>

					considered by the Cabinet Committee on 2 <sup>nd</sup> August 2016. Cabinet subsequently approved the Plan, including the Cabinet Committee's recommendation that this site should not be developed for affordable housing, but to provide dedicated parking for the private residents of the Higgins development on the site of the former Sir Winston Churchill PH site. Therefore, this action is now closed.
6) Evaluate the submissions received for North Weald Airfield marketing exercise	Neighbourhoods	30-Nov-16		Under Control	<p>(Q1 2016/17) Submissions received in response to the expressions of interest have been assessed by the Asset Management Cabinet Committee. Specification for procurement of an operational partner has commenced.</p> <p>(Q2 2016/17) As per Q1.</p> <p>(Q3 2016/17) As per Q2.</p> <p>Q4 (2016/17) In advance of any further pursuit of external development partners, and as part of the further employment needs work being undertaken as part of the local plan process, the Council's Consultants Arup, are undertaking a site assessment to include both the volume and types of future employment uses that would be suitable for the Airfield. This will give a clearer context for future expressions of interest.</p>
7) Progress the Epping Forest Shopping Park Scheme	Neighbourhoods	31-Oct-16		Under Control	<p>(Q1 2016/17) Tenders have been received for the construction of the main Shopping Park, which further to final evaluation, will be recommended for approval at the Council's July Cabinet. Delays have been experienced with reaching agreement with Essex County Council on the final specifications and working methodology for the Highways Works. Whilst marketing is proceeding well, the Shopping Park is now not likely to open until Summer 2017.</p> <p>(Q2 2016/17) The main construction contractor McLaughlin and Harvey took possession of the site in mid September. Good mobilisation and clearance works have been achieved. 41 week construction programme on target. Highways Contractor has commenced S278 works. Some delays in relation to the need to locate new attenuation tanks. Shopping Park still on target to open in August 2017.</p>

				<p>(Q3 2016/2017) Main contractor ahead of programme, with steelwork erected before Christmas and work commenced on cladding. Main car park base coated and work on retaining wall to the rear of service yard largely complete. Delays still being experienced on S278 works. Ongoing dialogue with ECC to address.</p> <p>Q4 (2016/17) The main contract continues to programme with no delays or significant cost variations required. Completion to "shell" stage for final tenant fit-outs due to be achieved by mid May 2017. Problems still being experienced with Highways Authority. However, completion to facilitate a Shopping Park Opening of September 2017 still achievable.</p>
8) Commence Phase 3 of the Council Housebuilding Programme to provide up to 35 new affordable rented homes in Epping, Coopersale, North Weald and Ongar.	Communities	30-Jun-16	Achieved	<p>(Q1 2016/17) Tenders are due to be invited from contractors for a number of small construction contracts comprising Phase 3 in early August 2016.</p> <p>(Q2 2016/17) Tenders have been invited on a phased basis for the 7 separate contracts comprising Phase 3, with three tenders returned to date. The tenders will be reported to the Council Housebuilding Cabinet Committee for approval.</p> <p>(Q3 2016/17) Tenders for all but one site were agreed by the Council Housebuilding Cabinet Committee in December 2016. Contract documentation for the 6 sites are being progressed and Start-up meetings with the contractors arranged. Works are due to commence in February/March 2017.</p> <p>(Q4 2016/17) Phase 3 sites have commenced on site.</p>
9) Secure planning Phase 4 of the Council Housebuilding Programme to provide up to 50 new affordable rented homes in Loughton	Communities	31-May-16	Achieved	<p>(Q1 2016/17) A number of developments comprising Phase 4 have received planning permission, but a number have also been refused. The Council Housebuilding Cabinet Committee will consider the proposed approach to the delivery of Phase 4 once all planning applications have been determined.</p> <p>(Q2 2016/17) 10 planning applications have been approved; 2 applications were withdrawn following further discussion with planning officers; 2 applications were refused planning permission by the Area</p>

					<p>Plans Sub-Committee and 1 application (Vere Road, Loughton) was being held in abeyance pending the formulation of a Car Parking and Affordable Housing Plan, but is now being progressed following the adoption of a Plan.</p> <p>(Q3 2016/27) 11 sites within the proposed Phase 4 have now received planning permission; 4 sites have been refused planning permission. However, Phase 4 has not been progressed any further due to the Moratorium placed on the Council Housebuilding Programme by the Cabinet.</p> <p>(Q4 2016/17) Planning permissions secured for Phase 4 will provide 31 new affordable homes.</p>
10) Subject to the receipt of planning permission, secure the provision of the affordable rented homes at the Council-owned site at Pyrles Lane, Loughton	Communities	30-Jun-16		Behind Schedule	<p>(Q1 2016/17) A report will be submitted to Cabinet shortly on the proposed marketing strategy for the sale of the Pyrles Lane nursery site, which will consider the Council Housebuilding Cabinet Committee's recommendation that the completed affordable homes be purchased by the Council.</p> <p>(Q2 2016/17) The Director of Neighbourhoods intends to report on the Marketing Strategy to the November Cabinet meeting.</p> <p>(Q3 2016/17) The Director of Neighbourhoods intended to report on the Marketing Strategy to the February Cabinet meeting. However, Management Board has determined that this should be held in abeyance until the Stage 1 Further HRA Financial Options Review has been completed and decisions made on the future of the Council's Housebuilding Programme.</p> <p>(Q4 2016/17) Now that Cabinet has lifted the Moratorium on the Council Housebuilding Programme, the Director of Neighbourhoods intends to report to the Cabinet on the Marketing Strategy for the sale of the Pyrles Lane sit in June 2017, which will include a proposal for the purchase of the affordable rented homes from the developed that purchases the site.</p>



Key Objective (i)(c) To explore appropriate opportunities to make savings and increase income through the shared delivery of services with other organisations, where such arrangements would provide improved and/or more cost effective outcomes.

Action	Lead Directorates	Target Date	Status	Progress
1) Liaise with the Communities Directorate on Housing related / led projects is constructive and productive to retain Building Control project work in-house	Governance	30-Apr-16	Achieved	(Q1 2016/17) - We continue to enjoy a constructive and responsive relationship between directorates and building income continues to exceed budget. (Q2 2016/17) – As above. (Q3 2016/17) – As above. (Q4 2016/17) – As above.
2) Include a clause as standard in new commercial leases, to require the use of the Building Control service	Neighbourhoods	30-Apr-16	Achieved	(Q1 2016/17) Clause being prepared for inclusion in new commercial leases. (Q2 2016/17) - Clause completed. Evidence of commissions being achieved. (Q3 2016/17) - As above Q2. (Q4 2016/17) – As above.
3) Estates colleagues to include use of the in-house building control service in their standard negotiations	Governance	30-Apr-16	Under Control	(Q1 2016/17) - The directorates continue to liaise to embed the inclusion of the in-house service in negotiations. (Q2 2016/17) – Progress has been made but we need to continue to embed this process. (Q3 2016/17) - Building Control are continuing to hold constructive dialog with estates officers. (Q4 2016/17) – Building Control seek to impress upon colleagues the need to include the requirements early in negotiations.

4) Include as standard in the specification for new contracts to upgrade Council facilities, a requirement to use the in-house Building Control service.	Neighbourhoods Resources	30-Apr-16		Achieved	<p>(Q1 2016/17) The contract for the construction of the new Leisure Centre at Waltham Abbey and any other refurbishments will reflect the requirement to use the in-house Building Control Service.</p> <p>(Q2 2016/17) As (i)(c) previous</p> <p>(Q3 2016/17) As above in Q2.</p> <p>(Q4 2016/17) As above</p>
5) For major development projects in which the Council has a sole or significant interest, ensure building regulations work is carried out by the in-house team	Neighbourhoods	30-Apr-16		Achieved	<p>(Q1 2016/17) Opportunities are being offered to undertake the work.</p> <p>(Q2 2016/17) The in-house building control team are undertaking the work in relation to the Epping Forest Shopping Park and will be recommended for the potential new Leisure Centre in Waltham Abbey.</p> <p>(Q3 2016/17) As above in Q2.</p> <p>(Q4 2016/17) Places for People Leisure Management have engaged the in-house building control team for the Construction of the new Leisure Centre in Waltham Abbey. McLaughlin and Harvey have similarly utilised in house expertise for the main Shopping Park Contract.</p>
6) Identify and undertake measures to raise the profile and successes of the in-house building control team.	Governance	30-Apr-16		Achieved	<p>(Q1 2016/17) The Staples Road Junior School in Loughton was shortlisted for the Local Authority Building Control awards held in Cambridge and the team continues to promote partnership working resulting in healthy income levels.</p> <p>(Q2 2016/17) - We are continuing to train our own officers to ensure the quality of the service which we have to market.</p> <p>(Q3 2016/17) - National recognition for both building control trainees and increased income demonstrate the commitment to and of the in house building control team.</p> <p>(Q4 2016/17) - The team is currently looking for opportunities to work with neighbouring authorities and to retain a full complement of professional staff.</p>

7) Participate in the renegotiations of the contracts for the provision of on-line library services	Governance	31-Mar-17	Achieved	(Q1 2016/17) - As part of PLP the legal service continues to benefit from reduced online library services in a form of savings. (Q2 2016/17) – As above. (Q3 2016/17) - As above. (Q4 2016/17) - Completed
8) Explore the possible expansion of the insurance service provided to Uttlesford. District Council.	Resources	30-Sep-16	Achieved	(Q1 2016/17) - The possibility of expanding the insurance service has been explored with both Uttlesford and other Essex districts but unfortunately all those contacted are not interested in changing their arrangements at this time. (Q2 & Q3 & Q4 2016/17) – As per Q1.
9) Implement an integrated HR/Payroll IT system jointly with at least one other authority.	Resources	31-Mar-17	Achieved	(Q1 2016/17) - Implementation underway with Braintree & Colchester councils, with these sites going live first. The target for Epping to go live with the new system is December 2016. (Q2 2016/17) – The implementation is proceeding in line with the timetable and the system is still expected to go live in December 2016. (Q3 2016/17) Payroll for December produced successfully on the new system. Work continues to fully implement the system and make features like self-service available. (Q4 2016/17) System in place and producing monthly payroll. Lead roles on implementing other modules agreed with partner authorities and work progressing.
10) Evaluate possibility of shared service as part of Debt Working Party.	Resources	30-Sep-16	Behind Schedule	(Q1 2016/17) - The Working Party continues to meet and reports back to Management Board on potential improvements and alterations to the processes of debt recovery. (Q2 & Q3 & Q4 2016/17) – As per Q1.
11) Provide HR/payroll services to at least one other authority	Resources	31-Mar-17	Behind Schedule	(Q1 2016/17) - The primary focus is currently the implementation of the new system - see item 9 above.

					<p>(Q2 &amp; Q3 2016/17) – As per Q1 – the system needs to be in place before we can offer it to others.</p> <p>(Q4 2016/17) – System now in place and this ambition can be carried forward to 2017/18.</p>
12) Evaluate possibility of shared service as part of Scanning Working Party	Resources	30-Sep-16	Behind Schedule		<p>(Q1 2016/17) - The Working Party has been established with a project charter and meetings have taken place as part of the discovery phase.</p> <p>(Q2 2016/17) – The discovery phase is continuing and changes have already been made to make several processes more efficient.</p> <p>(Q3 2016/17) As for Q2 above, although progress has been slower than had been anticipated.</p> <p>(Q4 2016/17) Project Initiation Document drafted for discussion at the Transformation Programme Board on 5 April. This will determine the future direction of the project.</p>
13) Identify additional Council services that may benefit from a shared provision with other organisations	Management Board	31-Mar-17	Achieved		<p>(Q1 2016/17) Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q2 2016/17) - Good progress made with audit. Opportunities being discussed with West Essex Chief Executives.</p> <p>(Q3 2016/17) - Workshop on joint working with Essex County Council scheduled for Leadership Team in February 2017.</p> <p>(Q4 2016/17) - Audit shared service fully implemented. Plans well advanced for a Museum Development Trust with potential to provide services to other councils.</p>

**Aim (ii) To ensure that the Council has a sound and approved Local Plan and commences its subsequent delivery**

Key Objective (ii)(a) To produce a sound Local Plan, following consultation with local residents and working with neighbouring councils, that meets the needs of our communities whilst minimising the impact on the District's Green Belt.

Action	Lead Directorates	Target Date	Status	Progress
1) Update the Council's Housing Strategy, following production of the Preferred Options for the Local Plan.	Communities	31-Dec-16	Under Control	<p>(Q1 2016/17) It has previously been agreed that work on updating the Council's Housing Strategy should not commence until the Draft Local Plan Preferred Approach has been published, which is currently expected to take place in October 2016, since the Housing Strategy is so dependent on the Local Plan proposals.</p> <p>(Q2 2016/17) On the assumption that consultation on the Draft Local Plan will commence on 31<sup>st</sup> October 2016, the Director of Communities is currently setting up an officer Project Team to formulate a draft Housing Strategy.</p> <p>(Q3 2016/17) The officer Project Team is in the process of drafting the new Housing Strategy. It is planned to present a Consultation Draft of the Housing Strategy to the Communities Select Committee in March 2017, prior to undertaking a consultation exercise on the Draft Strategy. Following consultation, the final version will be submitted to Cabinet for consideration and recommendation to Full Council in Summer 2017.</p> <p>(Q4 2016/17) The Project Team has almost completed the drafting of the document, which is not due to be considered by the Communities Select Committee in June 2017.</p>
2) To undertake Phase II of a comprehensive Green Belt Review as a key component of the local Plan evidence base.	Neighbourhoods	31-Jan-16	Achieved	<p>(Q1 2016/17) Phase II of the Green Belt Review has been completed and now forms part of the evidence base in undertaking individual site assessment work.</p> <p>(Q2 2016/17) – Draft Plan agreed for consultation to include Green Belt Assessment.</p>

					<p>Note: Carried over from last year and completed (achieved) in this year.</p> <p>(Q3 2016/17) As above fully achieved.</p> <p>(Q4 2016/17) As above fully achieved.</p>
3) Agree a Draft Local Plan and undertake the appropriate sustainability appraisal.	Neighbourhoods	31-May-16		Under Control	<p>(Q1 2016/17) New Local Plan Development Scheme due to consideration at the July Cabinet Committee. Sustainability appraisals underway.</p> <p>(Q2 2016/17) Cabinet to consider draft Plan in October. Consultation period to run from the 31 October to the 12 December 2016. LDS timeframes still being achieved.</p> <p>(Q3 2016/17) Consultation successfully completed. Approximately 3500 responses received. Evaluation commenced with report on headline findings to be considered by Cabinet in March. Further work on additional site assessment commissioned.</p> <p>(Q4 2016/2017) Further site assessment work due to proceed in April 2017 awaiting the result of the full evaluation of the consultation to include details of new or revised sites being promoted.</p>
4) Undertake all necessary consultations and negotiations under the Duty to Co-operate with Neighbouring Authorities	Neighbourhoods	31-Mar-17		Under Control	<p>(Q1 2016/17) The work of the Co-operation for Sustainable Development Board is ongoing fulfilling the requirements of the Duty to Co-operation. Currently chaired by EFDC but due to transfer to East Herts in June. Intention is for the four authorities within the Strategic Housing Market Area to consult simultaneously in the Autumn.</p> <p>(Q2 2016/17) Work of the Duty to Co-operate Board ongoing. Two of three Memorandum of Understandings nearing signature. Uttlesford and Harlow construction timescales have slipped by 2-3 months.</p> <p>(Q3 2016/2017) Uttlesford and Harlow failed to meet consultation deadline. Joint Garden Bid successful with £500,000 awarded by DCLG.</p> <p>(Q4 2016/2017) Duty to Co-operate Officer and Member Boards continue to be active. Memorandum of Understandings now signed off.</p>

				East Herts proceeding to Regulation 19 Submissions. Further tranche of Garden City Funding awarded £170k.
5) Submit the Final Local Plan to the Planning Inspectorate for Examination.	Neighbourhoods	31-Oct-17	Behind Schedule	<p>(Q1 2016/17) Final Local Plan Document in accordance with the revised Local Development Scheme due to be submitted for Examination in Public in November/December 2017.</p> <p>(Q2 2016/17) As above. The draft plan will be reviewed by Cabinet in October.</p> <p>(Q3 2016/2017) Cabinet and Council agreed consultation plan in October. Local Development Scheme due to be reviewed in July 2017. Series of Member Workshops planned to consider Regulation 19 Draft in next 6 months. Publication of pre-submission draft in October 2017.</p> <p>(Q4 2016/2017) Revised Local Development Scheme agreed by Cabinet in March 2017. Now envisaged Pre-Submission Reg. 19 Publication in January 2018. Members Workshops arranged in April on area basis on "place shaping".</p>

Key Objective (ii)(b) To increase opportunities for sustainable economic development within the District, in order to increase local employment opportunities for residents.

Action	Lead Directorates	Target Date	Status	Progress
1) Continue with the Council's apprenticeship scheme for the district's young people, providing sustainable employment opportunities.	Resources	30-Sep-16	Achieved	<p>(Q1 2016/17) The cohort recruited in 2015 continues to make good progress with their apprenticeships. A full intake will occur again in 2017. For 2016 the focus is on the recruitment of a new graduate trainee.</p> <p>(Q2 2016/17) Despite several attempts we were unable to recruit a new graduate trainee. The current apprentices continue to make good</p>

				<p>progress and preparations are underway to expand the programme to meet the requirements of the Apprenticeship Levy from April 2017.</p> <p>(Q3 2016/17) - All but one of the current apprentices have now found jobs. Plans now in place to meet the requirements of the Apprenticeship Levy and to manage the larger intake of apprentices in 2017/18.</p> <p>(Q4 2016/17) All of the apprentices have now found jobs. Work progressing well for larger intake of apprentices in 2017/18 and to ensure compliance with the requirements of the Apprenticeship Levy.</p>
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Key Objective (ii)(c) To deliver the Council's new Leisure and Cultural Strategy, in order to maximise participation and value for money in the provision of leisure and cultural services to local residents and visitors.

Action	Lead Directorates	Target Date	Status	Progress
1) In partnership with Essex County Council, NHS England and Waltham Abbey Town Council, undertake a Master-planning exercise for the provision of a proposed new swimming pool, new health centre and an independent living scheme for older people at Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-May-16	Achieved	<p>(Q1 2016/17) The Master Plan has been produced, published and formally endorsed by the Cabinet.</p> <p>(Q2 2016/17) An Outline Planning Application has been submitted and is due to be determined by the District Development Management Committee in November 2016. Proposals have been received from the 3 Final Tenderers from the Leisure Management Contract.</p> <p>(Q3 2016/17) Outline Planning Permission was granted in November 2016, subject to a Section 106 Agreement being signed, which is under negotiation. In December 2016, Cabinet selected the Preferred Tenderer for the Leisure Management Contract i.e. Places for People who are working towards the submission of full planning application in late March 2017.</p> <p>(Q4 2016/17) As Q3</p>



2) Undertake a public consultation exercise on the Draft Masterplan for Hillhouse, Waltham Abbey.	Communities Neighbourhoods	31-Mar-16		Achieved	<p>(Q1 2016/17) The master-planning exercise (see 1 above) included consultation with all key stakeholders and the holding of a Community Planning Weekend, to which all residents, local businesses and other interested parties were invited. Feedback received from this consultation process informed the final Master Plan.</p> <p>(Q2 2016/17) The feedback informed both the Master Plan and the subsequent Outline Planning Application due to be considered in November 2016.</p> <p>(Q3 2016/17) Outline Planning permission granted. Section 106 Agreement to be entered into to compensate for loss of playing pitches at Hillhouse.</p> <p>(Q4 2016/2017) Section 106 Completed and all conditions discharged on outline consent.</p>
3) Jointly pursue the provision of a new Secondary School on the Ongar Campus site	Neighbourhoods	30-Apr-16		Achieved	<p>(Q1 2016/17) Completed</p> <p>(Q2 2016/17) As above</p> <p>(Q3 2016/17) As above</p> <p>(Q4 2016/17) As above</p>
4) As part of the competitive dialogue procurement process for the new Leisure Management Contract, take forward the provision of a replacement swimming pool in Waltham Abbey	Neighbourhoods	30-Sep-16		Achieved	<p>(Q1 2016/17) Completed</p> <p>(Q2 2016/17) As above.</p> <p>(Q3 2016/2017) Places for People appointed as successful contractor and scheme agreed to build new Leisure Centre at Hillhouse.</p> <p>(Q4 2016/2017) The Council's new Leisure Management Contractor are due to submit the Full Planning Application by the end of April 2017. Completed building due to be open in November 2018.</p>
5) Subject to the receipt of funding from Arts Council England, investigate the possible establishment of a	Communities	30-Jun-16		Achieved	<p>(Q1 2016/17) The outcome of the bid for funding from Arts Council England is awaited.</p>

Museum Heritage and Culture Development Trust				<p>(Q2 2016/17) The bid was successful and £270,000 funding has been awarded jointly to EFDC, Chelmsford CC and Broxbourne BC. The funding will be used to appoint a Commercial Manager for 18 months (to develop new income streams across Epping Forest, Broxbourne and Chelmsford Museums) and a Fundraising Manager to establish a Development Trust for Epping Forest District and Lowewood Museums, and a separate Trust for Chelmsford Museum. The Trust will operate as Charities, based on companies limited by guarantee and will work in parallel to the Council's operation of the Museums, in order to raise funds and access funding pots which the Councils are unable to access.</p> <p>(Q3 2016/17) Recruitment to the new posts is being undertaken.</p> <p>(Q4 2016/17) All the ACE-funded posts are now filled. Good progress has been made with the formation of the Development Trust, including a training seminar for senior members and officers. It is anticipated that, following approval by the Portfolio Holder, recruitment of the Trustees will be undertaken in Summer 2017</p>
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**Aim (iii) To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.**

Key Objective (iii)(a) To have efficient arrangements in place to enable customers to easily contact the Council, in a variety of convenient ways, and in most cases have their service needs met effectively on first contact.

Action	Lead Directorates	Target Date	Status	Progress
1) Review the success of the increased opening hours and the increased delivery of Council services at the Council Office at the Limes Centre	Communities	31-Jan-17	Achieved	<p>(Q1 2016/17) - The increased opening hours have been introduced, with the provision of increased Council services from the Council Office. A formal review of the success of this initiative is planned to be undertaken by the Communities Select Committee after 12 months' operation - in 2017.</p> <p>(Q2 2016/17) – As Q1.</p>

					<p>(Q3 2016/17) - As Q1.</p> <p>(Q4 2016/17) The success of the expansion was reviewed by the Communities Select Committee in March 2017, who concluded that it had been successful, and recommended to the Housing Portfolio Holder that the arrangement be made permanent</p>
2) Implement and/or produce an Implementation Plan for, the agreed proposals for improving customer contact.	Management Board	31-Mar-17		Achieved	<p>(Q1 2016/17) - The customer contact project team continues to make good progress. A Head of Customer Service is due to be appointed shortly.</p> <p>(Q2 2016/17) – Head of Customer Services has been appointed and is due to start on 2 November. Implementation plan produced and implementation continues. A portfolio Holder decision on purchase of CMS software has been taken and now being actioned to allow prototyping work to be undertaken through to March 2017. A draft specification for the reception work has been agreed with Facilities which now moves to initial design stage. A further period of monitoring of visitor patterns was undertaken in September. A Channel shift/process mapping day will take place in early November. New ICT analyst position now filled and started working on our online forms to transition them to the new CMS.</p> <p>(Q3 2016/17) Complaints handling revised to two stage process. Process mapping undertaken. Prototyping of new CRM scoped.</p> <p>(Q4 2016/17) Neighbourhoods call centre staff and back office staff transferred into customer team and process re-engineering has started. Cabinet approved in principle the redesign of the Customer Contact Centre subject to detailed business case demonstrating sufficient payback.</p>

Key Objective (iii)(b) To utilise modern technology to enable Council officers and members to work more effectively, in order to provide enhanced services to customers and make Council services and information easier to access.

Action	Lead Directorates	Target Date	Status	Progress
1) Achieve significant progress in the scanning of paper and microfiche Development Control files	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - The dedicated team continues to scan Planning files with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – The team is up to speed and we continue to scan the files to support flexible working.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p> <p>(Q4 2016/17) - Progress continues.</p>
2) Scan Building Control paper and microfiche files to promote flexible working and reduce storage costs.	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - The dedicated team continues to scan building control with a view to supporting flexible and remote working and reducing space requirements.</p> <p>(Q2 2016/17) – As above.</p> <p>(Q3 2016/17) - Cabinet has agreed continued funding for a three year scanning project based on a full report of progress to date.</p> <p>(Q4 2016/17) – Progress continued.</p>
3) Undertake document scanning projects in Legal Services and Development management to support the Transformation Programme.	Governance	31-Mar-17	Achieved	<p>(Q1 2016/17) - We continue to scan legal documents and we are embarking on a program of creating electronic files for certain categories of legal work. Approximately 20% of the 2383 Council Deeds have been scanned and up-loaded onto the Council's mapping system. Additionally a spreadsheet has been developed to organise approximately 6000 miscellaneous documents in preparation for scanning.</p> <p>(Q2 2016/17) - We had a slight delay with the scanning as a result of a</p>

				<p>member of staff leaving and recruitment of a replacement. The new officer is in the progress of being trained.</p> <p>(Q3 2016/17) - Good progress is being made following the appointment to a temporary scanning post within legal.</p> <p>(Q4 2016/17) - Progress continues but subject to availability of resources due to competing priorities.</p>
4) Continue the implementation of the Council's ICT Strategy, with the completion of the following key projects	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) Implementation continues and is on target. An update report was presented to the Resources Select Committee in April.</p> <p>(Q2 2016/17) Good progress continues to be made and the capital bid for 2017/18 will be presented to Cabinet on 12 October.</p> <p>(Q3 2016/17) Cabinet approved the capital bid for 2017/18 which will now be subject to approval as part of the budget process. Implementation of projects is in line with targets.</p> <p>(Q4 2016/17) All key projects scheduled for 2016/17 have been implemented. Work now underway to update the Strategy for 2018 to 2023.</p>
5) Free up computer suite 1 for re-use as office accommodation.	Resources	31-Mar-17	Achieved	<p>(Q1 2016/17) On hold pending the accommodation review and is awaiting works to fully decommission.</p> <p>(Q2 &amp; Q3 &amp; Q4 2016/17) The computer suite is free for alternative users but will not be allocated or refurbished until the accommodation review has been completed.</p>

Key Objective (iii)(c) To ensure that the Council understands the effects of an ageing population within the District and works with other agencies to make appropriate plans and arrangements to respond to these effects.

Action	Lead Directorate	Target Date	Status	Progress
1) Complete the multi-service study to identify and better understand the demographics of an ageing population in the District.	Communities	30-Jun-16	Achieved	<p>(Q1 2016/17) The study has been completed and the Study Report has been drafted. In the first instance, the Draft Study Report will be considered by the Council's Management Board, following which it will be submitted to the Overview and Scrutiny Committee for consideration and discussion.</p> <p>(Q2 2016/17) The study has been completed. The findings will be reported to a Briefing Session for all members immediately before the Council meeting on 1<sup>st</sup> November 2016.</p> <p>(Q3 2016/17) - The Briefing Session for members was held on 1st November 2016.</p> <p>(Q4 2016/17) No further actions required</p>
2) Commence the implementation of the action plan formulated as a result of the multi-service study.	Communities	30-Sep-16	Achieved	<p>(Q1 2016/17) This will be implemented following consideration of the Study Report by the Overview and Scrutiny Committee, as referred to in (1) above.</p> <p>(Q2 2016/17) Now that the Study has been completed, the resultant Action Plan is currently being formulated.</p> <p>(Q3 2016/17) - The Action Plan has been produced and is starting to be implemented. 6-Month Progress Reports on the Action Plan will be reported to the Communities Select Committee, with the first report in June 2017.</p> <p>(Q4 2016/17) As Q3</p>
3) Review the delivery of housing support at the Council's sheltered housing schemes in the District.	Communities	30-Jun-16	Behind Schedule	<p>(Q1 2016/17) Initial ideas have been formulated on how housing support could be delivered at the Council's sheltered housing schemes in the future. However, this project is being held in abeyance, pending consideration by the Communities Select Committee and the Cabinet on the options for the future delivery of the Council's Careline Service.</p>

				<p>(Q2 2016/17) As Q1</p> <p>(Q3 2016/17) - This project continues to be held in abeyance, since the current focus of attention is on the preparations for the implementation of the decisions to be made by the Cabinet in February 2017 on the recommendations of the Communities Select Committee - which is to outsource the Careline Monitoring Service.</p> <p>(Q4 2016/17) As Q3</p>
4) Review the Council's sheltered housing stock assets, with a view to rationalisation and modernisation through a strategic approach.	Communities	30-Jun-16	Behind Schedule	<p>(Q1 2016/17) A number of proposals have been formulated by a project team led by the Director of Communities. It is intended that an initial report on the approach to the review will be submitted to the Communities Select Committee in November 2016 for consideration.</p> <p>(Q2 2016/17) As Q2 – but the report may be held over to the January 2017 meeting of the Select Committee, due to officer workload and the number of reports already due to be considered at the November meeting.</p> <p>(Q3 2016/17) This project is being held in abeyance until the future of the Council Housebuilding Programme has been determined through Stage 1 of the further HRA Financial Options Review.</p> <p>(Q4 2016/17) Now that Cabinet has made a decision to resume the Council Housebuilding Programme, this project can now be progressed</p>

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## **Report to the Cabinet**

**Report reference:** C-005-2017/18

**Date of meeting:** 15 June 2017



**Epping Forest  
District Council**

**Portfolio:** Leader of Council

**Subject:** Transformation Programme – Highlight Report (March 2017) and Service Accommodation Review

**Responsible Officer:** David Bailey (01992 564105)  
Bob Palmer (01992 564279)

**Democratic Services:** Gary Woodhall (01992 564470)

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### **Recommendations/Decisions Required:**

- (1) That the Cabinet note the progress of Projects and Programmes for March 2017, alongside planned actions for April 2017;
- (2) That the Cabinet notes the update on the Service Accommodation Review, including the Programme Definition Document, and agrees to proceed with a detailed business case for the option selected by Cabinet in March; and
- (3) That, in order to fund the external support for the production of the business case, Cabinet recommend to Council a virement of £120,000 from the capital budget for the purchase of Bridgeman House.

### **Executive Summary:**

Regular highlight reports on the progress of the Transformation Programme are presented to the Cabinet. This is the highlight report for March 2017 and covers progress for all chartered projects of Medium and High Risk Potential, as well as key aspects of the Transformation Programme. Overall, progress indicators for 'cost' and 'benefits' were Green for this period. The indicator for 'time' was Amber to highlight that 1 action from a total of 194 actions was overdue. The indicator for 'delivery / outcomes / outputs' was Amber to highlight that 2 projects were on hold.

The first stage of the Accommodation Review was concluded on 9 March when Cabinet considered a number of strategic outline cases. The preferred option involves a re-configuration and refurbishment of the new building and freeing up the Condor building, 323 house and the rear extension for re-development. Whilst the outline case set out income and costs at a high level a more detailed business case is required to establish a sequential costed programme of works, a clear time line and the indicative layout and number of workstations to be provided.

When the purchase of the former police station in Waltham Abbey was being evaluated it became clear that the purchase of Bridgeman House was not going to proceed and so the £297,000 included in the Capital Programme was available to be re-allocated. As the Accommodation Review has now reached the detailed feasibility stage it can be funded from capital and it would seem sensible to re-allocate a budget that is no longer required instead of

seeking a supplementary estimate.

### **Reasons for Proposed Decisions:**

To inform Cabinet of progress on the Transformation Programme, including workstreams, programmes and projects.

To take forward the Accommodation Review to achieve the stated objectives of the Cabinet, external support and funding for this support is necessary.

### **Other Options for Action:**

No other options are available. Failure to monitor and review progress of the Transformation Programme and to consider corrective action where necessary, could have negative implications for the Council's reputation, and may mean the opportunities for improvement were lost.

Cabinet could decide not to progress the Accommodation Review or to progress the review but fund it in some other way. If the review was not to be progressed it would mean foregoing the opportunity to transform the Council's accommodation and working practices, so this is not recommended.

Capital funding could be provided through a supplementary estimate although this is not recommended as sufficient resource exists within the current Capital Programme.

### **Report:**

#### Transformation Programme Monitoring Report

1. This is the March 2017 Highlight Report for the Transformation Programme. The format of the report has evolved in order to remain an effective tool for highlighting progress, slippage and remedial actions being taken.
2. The report covers progress for the 39 chartered 'live' projects with Medium or High Risk Potential, as well as progress on key aspects of the Transformation Programme.
3. The Cabinet is requested to review progress for March 2017, alongside actions scheduled for the next period and any remedial actions being undertaken.
4. The highlight report uses the RAG rating, based on Red, Amber and Green colours used in a traffic light system. The definitions of the RAG ratings are:

<i>Light</i>	<i>Definition</i>	<i>Action</i>
<b>Red</b>	<p>There are significant issues with the project, programme or workstream.</p> <p>The project requires corrective action to meet business objectives. The issue cannot be handled solely by the project manager or project team.</p> <p>One or more aspects of project viability – time, cost, scope – exceed tolerances set by the Transformation Programme Board.</p>	<p>The matter should be escalated to the project sponsor and Transformation Programme Board immediately.</p>

<b>Amber</b>	<p>A problem has a negative effect on project performance but can be dealt with by the project manager or project delivery team.</p> <p>Action is taken to resolve the problem or a decision made to watch the situation.</p> <p>One or more aspect of project viability – time, cost, scope – is at risk. However, the deviation from plan is within tolerances assigned to the project manager.</p>	<p>The Transformation Programme Board should be notified using a progress report or scheduled briefing with the sponsor.</p>
<b>Green</b>	<p>The project is performing to plan.</p> <p>All aspects of project viability are within tolerance. However, the project may be late or forecast to overspend (within tolerance).</p>	<p>No action needed.</p>

5. Overall, transformation progress status indicators remain Green for ‘cost’ and ‘benefits’.

6. The status indicator for ‘time’ is reported as Amber to highlight that 1 action (from a total of 194) is overdue when compared with planned timelines.

7. The status indicator for ‘delivery / outcomes / outputs’ is reported as Amber to highlight that 2 projects (from a total of 39) are effectively currently ‘on hold’ due to the impact of staff absences. These projects should restart when recruitment has been completed.

8. Aside from the projects referred to above, Project and Programme Managers have actions in place to deal with any potential negative effects. The deviation from plans for the vast majority is within tolerances, most often within one calendar month. It is anticipated that the status of the majority of these items will return to Green by the end of the next period and progress will be kept under review.

9. Appendix 2 contains the highlight report for March 2017. Any project closures are also noted.

#### Service Accommodation Review

10. The Cabinet has previously stated a desire to reduce the size and cost of the current office accommodation. This initiative is one of the key parts of the transformation programme and links to the review of customer service and the move to more flexible and mobile working. There is also a link to the emerging local plan as if part of the site can be re-developed this will help minimise the loss of green belt land to meet housing need.

11. On 9 March Cabinet considered several different strategic outline cases for the office accommodation. The options ranged from re-developing the whole of the current site and fully re-locating the offices to more limited refurbishments and partial re-developments. The option favoured by Cabinet was to retain the new building and seek to free up the Condor building, 323 House and the rear extension for re-development.

12. To take forward the accommodation review a more detailed business case is necessary to set out a sequential programme of works with more detailed costs and indicative layouts to give clarity on the possible number of workstations and any potential shortfall in accommodation. This will enable Members to decide if they want to proceed to the implementation stage and make appropriate provision in the 2018/19 Capital Programme.

13. The Director of Resources and the Head of Transformation have undertaken some soft market testing with three potential suppliers. It is evident from these discussions that all three are interested in performing this work and an approximate cost has been suggested of around £100,000. An Invitation to Tender was prepared and has been approved by the Transformation Programme Board. The document was then shared with Portfolio Holders to give them the opportunity to comment and a version incorporating those comments was issued to the three potential providers on 23 May. A deadline of 15 June has been set for the return of tenders and it is intended to hold interviews with the three potential providers on 22 June. This should allow for the award of a contract by mid-July and for the work to be completed in line with the requirements of the 2018/19 budget cycle.

14. The Accommodation Review is part of a wider programme looking at Service Accommodation and a draft Programme Definition Document has been provided as Appendix 2. This document sets out the various projects that make up the overall programme and how they relate to each other. Member's views on the document are invited as it is important at this stage to ensure the objectives and vision have been understood and articulated.

### **Resource Implications:**

Resource requirements for actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board and reflected in the budget for the year.

As mentioned above, broad fee indications have been provided of approximately £100,000. However, it is felt prudent to allow a budget of £120,000 to provide a contingency for any additional work requested by Members and to cover the possibility of actual quotes being higher than the initial estimates. As the strategic decision on the Accommodation Review has been taken, the next stage of the review is less speculative and could now reasonably be regarded as capital expenditure.

The Capital Programme currently includes a budget of £297,000 for the purchase of Bridgeman House. When the budgets were being compiled negotiations for this property were still ongoing but it has now become clear that this transaction will not proceed. Given that this budget is now available to be re-allocated a virement to cover the accommodation review seems more sensible than further over inflating the programme with a supplementary estimate.

### **Legal and Governance Implications:**

Relevant implications arising from Highlight Report actions to achieve specific outcomes or benefits will have been identified by the Transformation Programme Board.

The Council's Constitution allows virements between capital schemes but requires that virements over £100,000 are approved by Full Council.

### **Safer, Cleaner and Greener Implications:**

There are no implications arising from the recommendations of this report in respect of the Council's commitment to the Climate Local Agreement, the corporate Safer, Cleaner and Greener initiative, or any crime and disorder issues within the district. Relevant implications arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

### **Consultation Undertaken:**

Progress has been reviewed by the Transformation Programme Board.

The Assistant Director of Community Services has been consulted and commented as follows – *“Bridgeman House purchase is certainly not going ahead, but as mentioned, although we do not have any ‘immediate’ use for the funding, we are actively looking for premises to potentially relocate staff from Hemnall Street to and indeed, space in Waltham Abbey, to store our museum reserve collection for the long term, to save ongoing revenue costs of rental.”*

### **Background Papers:**

Progress submissions and relevant supporting documentation is held by the Programme Management Office (PMO).

Report to March 2017 Cabinet (C-067-2016/17).

### **Risk Management:**

Relevant Highlight Report issues arising from actions to achieve specific projects will have been identified by the Transformation Programme Board.

The use of appropriate external support in constructing the business case reduces the risk that the solution may be delayed or may ultimately not be deliverable.

### **Equality Analysis:**

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an Appendix to the report.

# Equality analysis report

## Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme – March 2017 Highlight Report and Service Accommodation Review
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	That the Cabinet note the progress of Projects and Programmes for March 2017, and specifically the Service Accommodation Review
Relationship with other policies / projects:	<b>All</b>
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

## Step 2. Decide if the policy, service change or withdrawal is equality relevant

Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.	If yes, state which protected groups:
If no, state your reasons for this decision. Go to step 7.	If no, state reasons for your decision:
<i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i>	No. Any equalities impact assessment for individual projects or programmes is detailed on the respective reports.

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	16.05.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	16.05.2017
Date signed copy and electronic copy forwarded to PIU <a href="mailto:equality@eppingforestdc.gov.uk">equality@eppingforestdc.gov.uk</a>	16.05.2017

## Transformation Programme Highlight Report

Report	Period
<b>15</b>	<b>March 2017</b>

### Approval

Approved for submission to the Cabinet (Sponsoring Group), given by	Cabinet Agenda Planning Group	Date	23.05.2017
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### Distribution list

Name	Job title	Directorate / Department	Organisation
Membership	Transformation Programme Board	-	EFDC

### Overall transformation programme progress and status

	RAG status		Comment on overall progress and status and recommended actions
	This period	Last period	
Time	Amber	Amber	1 milestone overdue but under control from a total of 194 actions
Cost	Green	Green	
Delivery / outcome / output	Amber	Green	2 projects
Benefits	Green	Green	

## Accountabilities and information flow: Project closures

<i>Workstream / Project</i>	<i>Progress to report</i>	<i>Actions for next period</i>	<i>Due</i>	<i>Owner</i>
Workstreams	TPB agreed project closures: P046 Propman Property Management System	TPB consider project closures: P118 Oakwood Hill Depot	Jun 2017	Chief Executive

## Highlight: Overdue actions for this period and remedial actions for the next period

<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Ownership</i>
<b>Workstream 1 – Customer Experience</b>					
<b>P134 Self-Service for License Applications</b> RPA: High					
<ul style="list-style-type: none"> <li>Increased customer satisfaction through self-service licence applications (B1)</li> <li>Increased efficiency through reduced paper licence applications (B2)</li> <li>Increased efficiency through electronic payment processes (B4)</li> </ul>	Project Manager has been unable to provide regular progress reports from January 2017, due to staff sickness absence and other urgent work issues. The last report was completed by oral interview, but staff absence remains an issue	Jan 2017	TPB to consider placing project on hold, whilst recruitment is completed. Review Aug 2017	Aug 2017	Project Manager: Licensing Manager  Project Sponsor: Assistant Director – Neighbourhoods
<b>Workstream 2 – Business Culture</b>					
<b>P108 Shared Service Review</b> RPA: High					
<ul style="list-style-type: none"> <li>Increased identification of opportunities for shared services with good strategic fit</li> <li>Reduced service costs whilst meeting or</li> </ul>	Project on hold due to staff vacancy and officers working on other priority projects	Mar 2017	TPB to consider placing project on hold, whilst recruitment is completed. Review Jun 2017	Jun 2017	Project Manager: Head of Transformation Project Sponsor: Chief Executive



<i>Key Benefit</i>	<i>Actions Overdue</i>	<i>Planned Date</i>	<i>Remedial Actions</i>	<i>Due Date</i>	<i>Ownership</i>
exceeding current service levels					
<b>P126 Modern.Gov Report Management Functionality</b>					RPA: Medium
<ul style="list-style-type: none"> <li>Increased efficiency through integrated report management system (B2)</li> <li>Improved use of chief officer time and resources through cessation of formal Cabinet APG meetings (B2)</li> </ul>	Implementation of report management functionality is on hold to allow a period of transition following the externalisation of server hosting at the end of 2016. Completed business case for this project was scheduled for March 2017	Jan 2017	<p>PID is scheduled to be presented to TPB in May 2017.</p> <p>TPB to consider suitable options for remedial action</p>	Mar 2018	<p>Project Manager: Democratic Services Manager</p> <p>Project Sponsor: Director of Governance</p>

### Document control

<i>Version</i>	<i>Date</i>	<i>Status (draft, approved)</i>	<i>Author</i>	<i>Change description</i>
1.0	03.03.2017	March draft	Monika Chwiedz, Performance Improvement Officer	Draft
2.0	07.03.2017	March draft	David Bailey, Head of Transformation	Draft
3.0	14.03.2017	March draft	Transformation Programme Board	Draft
4.0	16.05.2017	March draft	Transformation Programme Board	Updates

\*\*\* End of Report \*\*\*

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## Programme Definition Document (PDD)

<i>Programme</i>	<b>Service Accommodation (P160)</b>
<i>Manager</i>	David Bailey, Head of Transformation
<i>Sponsor</i>	Glen Chipp, Chief Executive
<i>Corporate Plan link</i>	Aim 1.b. Property assets

**Purpose:** This document is a summary of the definition of the programme, in terms of why it is needed, what it must achieve, its governance arrangements and how it will be managed.

It will be used to inform the Transformation Programme Board's decision whether or not the programme should be established.

### 1. Purpose and objectives

The Corporate Plan 2015/2020 identifies the following objective:

Aim 1.b. To continue reviewing and developing the Council's own property and landholdings for appropriate uses, in order to maximise revenue streams and capital receipts.

The Plan identifies key drivers for this objective:

- Our customers expect modern, customer focussed services;
- Our customers demand well-managed, value for money services; and
- Our customers want us to reduce our costs and protect front line services.

### 2. Justification and business context

The Council want to reduce spending and increase income generation to keep Council Tax low and protect front line services.

Service Accommodations are major capital assets; their maintenance and operational costs are a major source of expenditure.

The Cabinet commissioned Pricewaterhouse Coopers to produce a Strategic Outline Case (SOC) to enable the Council to make a decision on whether to progress to an Outline Business Case (OBC). The options explored in the report were to:

- Maximise the beneficial use of the Council's land and buildings;
- Provide a catalyst for transformational change in working practices; and
- Improve accommodation provision whilst realising ongoing running cost efficiencies.

Discovery activities demonstrated that the Council is currently occupying and paying for more space than it needs to accommodate the current and future organisational structure.

### 3. Vision statement

The Cabinet have approved a vision for the Council's service accommodation to be realised within five years.

- The Council will retain its headquarters in the Civic Offices in Epping town centre;
- The majority of staff will be accommodated within a rationalised footprint of the main Civic Office building, Epping (without extension);
- Staff will be accommodated within a 7:10 workstation to staff ratio;
- Staff will work flexibly through agile business practices;
- The Conder Building, rear extension, 323 Building, link and associated car parks will be vacated in a phased way within 5 years – with that part of the site being made available for residential and/or commercial use. This will reduce the pressure to build houses on Green Belt land through the Local Plan;
- Homefield House will be vacated and demolished within 5 years – with that part of the site being made available for customer and/or staff parking;
- The Housing Repairs Service will be co-located at the Oakwood Hill Depot, Loughton, alongside the Neighbourhoods Services already based there;
- There may be a requirement for 'overflow' accommodation if there is a net requirement for office space for staff currently based at the Civic Offices and Hemnall Street offices that cannot, notwithstanding flexible and agile working practices, be accommodated in the revised layout of the Civic Offices and Oakwood Hill Depot;
- There is a single centralised Customer Service Reception at the Civic Offices.

#### 4. Financial benefits

The programme aims to achieve the following measurable benefits.

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Cashable savings</i>	<i>Non-cashable value</i>	<i>Benefit owner</i>
B1.01	Capital receipt from sale of part of Civic Office site	-	£4.58m	Apr 2023	£4.58m	-	Chief Executive
B1.02	Reduction in Civic Office running costs	£1.1m /yr operating costs	£600k /yr	Apr 2023	£500k /yr by 2023	-	Director of Resources
B1.03	Reduction in Hemnall Street running costs	£97k /yr operating costs	-	Apr 2020	£97k /yr	-	Director of Neighbourhoods
B1.04	Saving from not building a separate Housing Repairs and Maintenance Depot [P021]	£3.2m	-	Apr 2018	-	£3.2m in borrowing	Director of Neighbourhoods
B1.05	Reduction in Civic Office planned maintenance costs	-	£120k by 2023	Apr 2023	£120k by 2023	-	Director of Resources
B1.06	Reduction in Hemnall Street and St John's Road Depot planned maintenance costs	-	£10k /yr	Apr 2023	£ TBC	-	Director of Resources

## 5. Non-financial benefits

The programme aims to achieve the following benefits which are non-financial.

	<i>Benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Benefit owner</i>
B2.01	Reduced pressure to build on Green Belt land around Epping within the Local Plan, to meet identified housing need	Detailed in the draft Local Plan	25 town houses 39 1 bed flats 25 2 bed flats	Apr 2023	Director of Neighbourhoods
B2.02	Protect the local economy of Epping town centre	To be determined	To be determined	Apr 2023	Director of Neighbourhoods
B2.03	Increased customer satisfaction	Survey results	Satisfaction increased by 10%	Apr 2023	Head of Customer Service
B2.04	Increased employee cohesion – ‘one team’ corporate value – by opening up office spaces	Staff survey results	Staff survey satisfaction increased by 10%	Apr 2023	Chief Executive
B2.05	Equitable and high standard corporate office accommodation layout at the Civic Offices	Various standards across the Civic Offices	Standard to be determined	Apr 2023	Assistant Director, ICT and Facilities Management
B2.06	Modern and high standard corporate customer reception at the Civic Offices	Multiple receptions waste space	1 reception	Apr 2023	Assistant Director, ICT and FM
B2.07	Accessibility and Equality Act compliance, in terms of decoration, location and access	2003 Report	100% accessible and Equality Act compliant	Apr 2023	Assistant Director, ICT and FM
B2.08	Reduced space used for document archives at the Civic Offices	10 document stores ~ 237m <sup>2</sup>	Reduced by 95%	Apr 2023	Assistant Director, Benefits
B2.09	Reduced space used for filing cabinets at the Civic Offices	To be confirmed through audit	Reduced by 80%	Apr 2023	Assistant Director, Benefits
B2.10	Reduced Health and safety incidents	To be confirmed	Reduced by 20%	Apr 2023	Assistant Director, Human Resources
B2.11	Reduced security incidents	To be confirmed	Reduced by 20%	Apr 2023	Assistant Director, ICT and FM

## 6. Dis-benefits

The programme may have the following negative results.

	<i>Dis-benefit description</i>	<i>Current value</i>	<i>Target value</i>	<i>Timing</i>	<i>Dis-benefit owner</i>
B3.01	Reduced parking for staff at the Civic Offices (remaining: Car Park 1, basement and Homefield House)	217 spaces	80 spaces	Apr 2023	Chief Executive
B3.02	Disruption to customer services	Customer satisfaction rating	Reduce negative impact on customer satisfaction	Apr 2023	Head of Customer Service
B3.03	Disruption to staff offices	Staff satisfaction survey	Reduce negative impact on staff satisfaction	Apr 2023	Assistant Director, Human Resources
B3.04	Reduction in efficiency of working practices when spread across multiple sites	12 sites	10 sites	Apr 2023	Chief Executive

Note: Figures from the SOC are indicative.

## 7. Blueprint summary

By the end of the programme, the new, key features of the organisation will be:

**Processes:** Overview of what the business must be doing to support its purpose and meet the needs of its customers. There will probably be a combination of new and amended business processes and associated business products. Significant service performance requirements should also be defined. (e.g. throughput, response times, capacity, resilience).

- Office moves – furniture and ICT / telephony access.
- Flexible and home working policy.
- New customer processes will be mapped and implemented by the Customer Service Programme [P001].
- Post, Correspondence and Document Management system will be completed [P043].

**Organisation:** The shape of the organisation after reorganisation. This may include new/amended elements of the business management structure, culture, functions, roles, locations, teams, stakeholders, customers, suppliers, partners etc. Any significant changes to behaviours and culture should be identified.

- Staff and managers will be based in new locations, both within and beyond their current office bases.
- Cultural change: Flexible and mobile working, alongside desk sharing will become the norm.
- Changes to the workforce Common Operating Model will be managed by the Workforce Development Programme [P106].

**Information:** The data and information that the organisation will require in order to deliver products and services to its customers.

- Updates to service locations when they move.
- How to access or contact services.
- Clear sign posting and communications.

**Technology, tools, equipment, facilities:** Overview of new/modified accommodation, infrastructure, IT, web facilities, call centre, help desk equipment, etc.

- Modified and refurbished accommodation.
- Common standard for staff computers and telephony – in support of mobile and flexible working – to be established through the ICT Strategy Programme [P109].

## 8. Scope of change and exclusions

The scope of the programme covers the following areas of change necessary to achieve the vision, benefits and blueprint:

- Agreement of design principles and/or success criteria for the accommodation of staff and space planning study for the Civic Offices;
- Cabinet approve Outline Business Case, including return on investment;
- Funds identified through budget setting;
- Relocation of Housing Repairs Service to Oakwood Hill Depot [P150];



- Delivery of a single central reception, including repair to atrium windows, the client of which is P145 Customer Reception, within the P001 Customer Service Programme.
- Civic Office refurbishment;
- Relocation of staff based in the Conder Building, rear extension, 323 Building and link, Hemnall Street offices to the Civic Offices and Oakwood Hill Depot;
- Relocation of staff based at Hemnall Street offices to the Civic Offices;
- Vacation of the associated car parks at the main headquarters in Epping: Car park 2, Paddock and Black Lion;
- Relocation of partners based at Homefield House.

EFDC defines service accommodation as all premises where the Council bases its operational activities, including offices and depots. However, the programme does not propose redevelopment for:

- Broadway Office, Loughton
- Limes Centre, Chigwell
- North Weald Airfield
- Parsonage Court, Loughton
- District Museum, Waltham Abbey
- Norway House, North Weald Bassett
- Townmead Depot, Waltham Abbey.

Outside the scope of the programme, although interdependent or closely connected are:

- Customer Service Programme [P001] – including P145 Customer Reception;
- St. John's Road Development [P114] – Epping town centre regeneration scheme.
- New Leisure Services Contract [P135];
- Workforce Development Programme [P106], including the new Common Operating Model, and flexible and home working;
- ICT Strategy Programme [P109], to enable and support flexible and mobile working;
- Local Plan Programme [P115];
- Council Housebuilding Programme [P120];
- Museum Heritage Trust [P008];
- Post, Correspondence and Document Management [P043];
- Reprographics Service Review [P050] – shared reprographics service; and
- Shared Services [P108].

P002 Service Accommodation Review project will be closed as a result of the programme.

P021 Repairs and Maintenance Hub – the project to construct of a new Repairs and Maintenance Hub on a Council-owned vacant brownfield site in Blenheim Way, North Weald – will be placed on hold.

## 9. Programme management organisation, roles and responsibilities

For individual projects, their management is outlined in individual Project Initiation Documents.

The programme will be steered by the programme team, with support from subject matter experts on an 'as and when' basis, including Forward Planning, Development Management, Legal and Accountancy.

<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Chief Executive	Glen Chipp	Programme Sponsor
Head of Transformation	David Bailey	Interim Programme Manager
Head of Transformation	David Bailey	Transformation Programme Link
Director of Resources	Bob Palmer	P106 Project Sponsor
Assistant Director, Housing Property	Paul Pledger	P150 Project Manager
Director of Neighbourhoods	Derek Macnab	P135 Project Sponsor
Assistant Director, Governance	Simon Hill	P001 Project Sponsor
Assistant Director, Human Resources	Paula Maginnis	P106 Project Manager
Assistant Director, ICT and Facilities Management	David Newton	P109 Project Sponsor

## 10. Governance arrangements

In line with the standard arrangements for the Transformation Programme, including:

- Transformation Programme Board and Programme Management Office;
- Risk Management Strategy;
- Communications Management Strategy;
- Benefits Management Strategy; and
- Quality Management Strategy.

## 11. Assumptions

Assumption that the localism agenda will not lead to significant changes to the authority's need for office accommodation in the medium term (next 10 years).

Key partners have made their own office accommodation arrangements (CAB, Police Service, and Job Centre).

## 12. Capability

In general the programme will be managed within existing capacity and capability.

The PMO will support the programme and provide key capabilities and capacity to key projects and deliverables. Training will be given to the officers acting as Project Managers and Project Sponsors. Where identified, specific capabilities may be in-sourced from outside the authority on a fixed-term basis.

### 13. Project register

The programme contains the following set of projects.

<i>Projects</i>	<i>Description / outcome</i>	<i>Duration</i>	<i>Contribution to benefits</i>	<i>Costs</i>	<i>Risk Potential Assessment</i>	<i>Project Sponsor and Manager</i>
Civic Office Refurbishment	<ul style="list-style-type: none"> <li>▪ Open plan office spaces</li> <li>▪ Standard desk islands</li> <li>▪ Decoration and carpeting</li> <li>▪ Electronic document access [P045]</li> <li>▪ Shared meeting rooms</li> <li>▪ Reconfigure Members Room, staff canteen and training rooms</li> <li>▪ Shared kitchen facilities</li> <li>▪ Improved toilet facilities</li> <li>▪ Integrated managers and teams</li> <li>▪ Improved safety and security</li> <li>▪ Mezzanine floors</li> <li>▪ Conder building clearance and car parks</li> </ul>	Phased, ongoing to Mar 2023	B1.01 B1.02 B1.05 B2.01 B2.02 B2.04 B2.05 B2.07 B2.08 B2.09 B2.10 B2.11 B3.03	£3.88m	High	Director of Resources, Head of Transformation
Corporate Customer Reception (part of the Customer Service Programme) [P145]	Delivery of this project is within this programme	Oct 2018	B1.01 B1.02 B1.05 B2.02 B2.03 B2.06 B2.07 B2.11 B3.02	Works: £534k Fees: £100k	High	Director of Resources, Head of Transformation

<i>Projects</i>	<i>Description / outcome</i>	<i>Duration</i>	<i>Contribution to benefits</i>	<i>Costs</i>	<i>Risk Potential Assessment</i>	<i>Project Sponsor and Manager</i>
Civic Office Car Parks	Establish equitable access to car parking facilities for staff. Customer parking	Mar 2020	B1.01 B1.02 B1.05 B3.01	TBC	High	Director of Resources, Assistant Director, ICT and Facilities Management
Relocate Hemnall Street operations to the Civic Offices	Relocate Hemnall Street staff to Civic Offices	Apr 2020	B1.03 B1.06 B2.02 B3.03	TBC	High	Director of Communities, Assistant Director, Communities
Relocate Housing Depot, Epping operations to Oakwood Hill Depot, Loughton [P150]	Accommodate Housing Repairs Service at Oakwood Hill Depot, Loughton	Apr 2018	B1.06 B3.03 B3.04	TBC	High	Director of Neighbourhoods, Assistant Director, Housing Property
Relocation of partners based at Homefield House, Epping	Relocation to enable use of site by EFDC	Sep 2018	B1.01 B1.05	TBC	High	Director of Communities, Assistant Director, Communities
*HOLD* Repairs and Maintenance Hub [P021]	To build new Housing Repairs and Maintenance Hub	Jun 2016	B1.04	£3.2	High	Director of Communities, Assistant Director, Housing Property

#### 14. Programme plan and tranche structure

<i>Project</i>	<i>Q1 2017</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>
Civic Office Refurbishment	Cabinet Report	Detailed space planning and specification	Cabinet approve funding and specification	Procurement	Preparation	Phase 2: Undertake works	Phase 3: Undertake works	Phase 4: Undertake works	Works complete Mar 2023
Corporate Customer Reception [P145]	Cabinet Report	Detailed planning and specification	Cabinet approve funding and specification	Procurement	Phase 1: Undertake works. Complete Oct 2018				
Civic Office Car Parks		Project Charter	Discovery	PID	Preparation	Phase 1	Phase 2	Phase 3	Car Parks vacated Mar 2023
Relocate Hemnell Street Services to Civic Offices							Plan relocation	Relocation complete Apr 2020	<i>Leisure centre development starts</i>
Relocate Housing Repairs Service to Oakwood Hill Depot, Loughton [P150]	Project Charter	Detailed space planning and specification	Cabinet approve funding and specification	Procurement	Relocation complete Mar 2018	<i>Epping town regeneration starts</i>			
Relocation of Partners from Homefield House, Epping		Negotiations with partners and options identified	Solution selected	Relocation complete Jun 2018					
<i>Milestones</i>	<i>M01</i>	<i>M02</i>		<i>M03</i>	<i>M04</i>			<i>M05 / M06</i>	<i>M07</i>

## 15. Key milestones

List the key milestones for the programme.

<i>Milestone</i>	<i>Description / outcome</i>	<i>Target date</i>
M01	Programme definition approved by Cabinet	11 Jul 2017
M02	Cabinet approve Outline Business Case and programme funding	9 Nov 2017
M03	Housing Repairs Service relocated from St John's Road Depot, Epping to enable town regeneration	Mar 2018
M04	Civic Office Customer Reception refurbished	Oct 2018
M05	Civic Centre refurbished	Mar 2023
M06	Dependency: Reprographics Service reviewed [P050]	Mar 2023
M07	Conder Building and associated car parks vacated to enable redevelopment	Mar 2023

## 16. Risks

The potential threats (anticipated risks) to the benefits of the programme, as they are currently understood, are given below.

<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Risk owner</i>	<i>Control measures</i>	<i>Action owner</i>
Management of complex inter-project dependencies	A Very High	1 Major	A1 High	Programme Sponsor	Transformation Programme Board and Programme Management Office	Programme Manager
Planning permission and building control	A Very High	1 Major	A1 High	Programme Sponsor	Development Management representative on project groups	Assistant Director, Development Management
Insufficient officer capacity or capability	A Very High	1 Major	A1 High	Programme Sponsor	Recruit temporary additional capacity to manage key deliverables	Programme Manager

<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Risk owner</i>	<i>Control measures</i>	<i>Action owner</i>
Disruption to operations during building works	A Very High	1 Major	A1 High	Programme Sponsor	Careful planning and good communications	Chief Executive
Unforeseen increases in project costs	A Very High	1 Major	A1 High	Programme Sponsor	Careful financial management	Programme Manager
Adequate financial resources	B High	1 Major	B1 High	Programme Sponsor	Prudent financial planning	Director of Resources
Resistant organisational culture	B High	1 Major	B1 High	Programme Sponsor	Good communications and stakeholder engagement	Programme Manager
Management of office overspill	B High	1 Major	B1 High	Programme Sponsor	Careful planning	Programme Manager

## 17. Issues

The current issues (threats) to the benefits of the programme, as they are currently understood, are given below.

<i>Description</i>	<i>Issue owner</i>	<i>Action</i>	<i>Action owner</i>
Interaction with the Local Plan [P115]	Director of Neighbourhoods	Ensure co-ordination with the draft Local Plan	Director of Neighbourhoods
Future location of Pyrles Lane Nursery	Director of Neighbourhoods	Ensure co-ordination with this project	Director of Neighbourhoods
Utilisation of Townsmead Depot	Director of Neighbourhoods	Ensure co-ordination with this project	Director of Neighbourhoods
New leisure centre under the Leisure Management Contract [P135]	Director of Neighbourhoods	Ensure co-ordination with this programme	Director of Neighbourhoods
Reprographics Service Review [P050]	Assistant Director, Human Resources	Ensure co-ordination with this project	Assistant Director, Human Resources
Interdependence with the Workforce Development Programme [P106]	Assistant Director, Human Resources	Ensure co-ordination with this programme, specifically the flexible and home working policy	Assistant Director, Human Resources

<i>Description</i>	<i>Issue owner</i>	<i>Action</i>	<i>Action owner</i>
Interdependence with the ICT Strategy Programme [P109]	Assistant Director, ICT and Facilities Management	Ensure co-ordination with this programme	Assistant Director, ICT and Facilities Management

## 18. Financial information

Set out the estimated financial costs and benefits.  
List all currently identified or potential sources of funding.  
Describe how these figures in the tables below have been arrived at, outlining any assumptions.

### Estimated financial income – capital (£000s)

<i>Description</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>Total</i>
Civic Office site capital receipt						4,596	4,596
Totals						4,596	4,596

### Estimated financial savings – revenue (£000s)

<i>Description</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>Total</i>
Planned maintenance							
Civic Offices	20	20	20	20	20	20	120
Hemnell Street				TBC	TBC	TBC	
St Johns Road Depot		TBC	TBC	TBC	TBC	TBC	
Running costs							
Civic Offices						500	500
St Johns Road Depot		TBC	TBC	TBC	TBC	TBC	
Totals							



<b>Estimated financial costs – capital (£000s)</b>							
<i>Description</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>Total</i>
Civic Office Refurbishment		777	777	777	777	778	3,886
Car Parks							TBC
P145 Customer Reception							
Works		534					534
Mezzanine floors		344					344
Professional fees	50	50					100
Homefield House							TBC
Works to Oakwood Hill Depot, Loughton	TBC						
Overspill offices						TBC	
<b>Totals</b>							

<b>Estimated financial costs – revenue (£000s)</b>							
<i>Description</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>2021/22</i>	<i>2022/23</i>	<i>Total</i>
Borrowing costs				TBC	TBC	TBC	
Consultancy costs	150						150
Programme management	20	20	20	20	20	20	120
<b>Totals</b>							

## 19. Stakeholder summary

The following are stakeholder groups for the programme. To be completed.

<i>Stakeholder</i>	<i>Needs</i>	<i>Engagement / communications</i>
Customers	To know how to contact services – particularly if they have moved locations. Customer car parking.	Timely updates to customer facing information, undertaken by the Customer Service Programme (P001).
Partners	To be informed of major changes. To be engaged in any proposed changes to their locations.	Via respective partner liaison officers.
Staff	To be engaged in the proposed change to their locations and the design specification. To be able to access information on the location of services as they change. To be able to get to work (transport and/or car parking).	Staff workshops. District Lines and email updates.  Intranet pages / address book.
Leadership Team	To be engaged in the design specification. To be briefed on the programme plan.	Workshops.  Regular briefings through Leadership Team.
Cabinet	To approve the programme plan and associated funding. To monitor the programme. To review the return on investment.	Cabinet Reports.  Highlight Reports. Cabinet Reports.
Council	To be informed of the programme and approve any funding as required.	Reports as required.
Other	Contractors and Shared Services: To be kept informed.	Via contract manager.

## 20. Programme information

Programme documentation that is currently available or will be produced later in the programme:

<i>Title</i>	<i>Purpose</i>	<i>Owner</i>	<i>Date</i>
EFDC Service Accommodation Review – Strategic Outline Case	Strategic Outline Case (SOC) to enable the Council to make a decision on whether to progress to Outline Business Case (OBC).	Bob Palmer	21.12.2016
EFDC Services Accommodation Review	Options appraisal from Bisset Adams.	Bob Palmer	Dec 2016

Service Accommodation Review P002 Project Charter	Project charter definition (v3.0)	David Bailey	06.04.2016
Risk Potential Assessment Stage 2	Assessment of project complexity (v1.0)	David Bailey	26.05.2016
Service Accommodation Review P002 Project Initiation Document	Project Initiation Document (v6.0)	David Bailey	10.02.2017
Review of the Council's Accommodation	Cabinet Report C-067-2016/17	Glen Chipp	09.03.2017
Equality Impact Assessment	Cabinet Report Equality Impact Assessment	Bob Palmer	09.03.2017

## 21. Programme approval

<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Programme sponsor			
Programme manager			

## 22. Version control

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for change</i>
0.1	06.04.2017	David Bailey	First draft for review
0.4	25.04.2017	David Bailey	Continued
0.6	28.04.2017	Bob Palmer / David Bailey	Amends to draft
0.7	03.05.2017	Transformation Programme Board	Minor amends

## 23. Distribution

<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>
Project group members	P002 Service Accommodation Review Project	10.04.2017	0.1
TPB members	Transformation Programme Board	03.05.2017	0.6

## 24. Appendix 1: Current blueprint

### Service Accommodation

The authority has 646 employees, including 37 casual staff on zero-hours contracts (527.11 Full-Time Equivalence or FTE, April 2017). These figures do not include vacancies.

Our staff are based from the following buildings.

Building	Zero hrs	Number	FTE
Civic Offices, Epping	12	446	385.86
Epping Depot, Epping		52	49.56
Hemnall Street, Epping	17	21	12.67
Homefield House, Epping	-	-	-
North Weald Airfield	6	9	8.00
Oakwood Hill Depot, Loughton		34	33.20
Parsonage Court, Loughton	1	-	-
Broadway Office, Loughton		21	16.61
District Museum, Waltham Abbey	1	17	14.54
Norway House, North Weald Bassett	-	5	4.45
Townmead Depot, Waltham Abbey	-	-	-
Pryles Lane Nursery, Loughton	-	-	-
Limes Centre, Chigwell	-	4	2.22
<b>Total</b>	<b>37</b>	<b>609</b>	<b>527.11</b>

The authority has 58 Elected District Councillors.

### Civic Office desk count

A desk was defined as a workstation with office chair, telephone and PC. This figure includes desks used by customers. The space measured (in square meters) was for areas used as office accommodation, so for example rooms solely used for file storage were ignored.

Building	Desk count	Space m <sup>2</sup>	m <sup>2</sup> / desk	% of total desks
Extension	56	430.0	7.68	11.09
Conder Building	202	1,470.9	7.28	40.00
Civic House	32	203.0	6.34	6.34
Bridge	15	143.0	9.53	2.97
New Building	200	1,595.0	7.98	39.60
<b>Total</b>	<b>505</b>	<b>3,841.9</b>	<b>7.61</b>	<b>100.00</b>
<b>Gross area</b>		<b>6,987.0</b>		

Further study being undertaken .

## Running costs

Overall, the annual running cost of the Civic Office is £1.098 million, and £97,960 for Hemnall Street. This includes utility costs.

Around 76% of the rentable floor space at the Civic Offices is used as workstation office accommodation.

## ICT

Initial data shows that between 400 and 480 ICT accounts are logged into during an average working day.

The Printer Migration Project [P033] delivered the installation of 35 Multi-Function Devices (MFDs) across all Service Accommodation sites. 115 desktop printers were subsequently removed.

The Reprographics Service Review Project [P050] has completed initial discovery on reviewing the use of Reprographics. This project will be brought into the Service Accommodation Programme.

## Facilities Management planned maintenance

There is a five year programme for planned maintenance operated by Facilities Management. This plan was last approved in November 2016 by the Cabinet, with the next version due to be considered in October 2017.

## Document archive storage

There are 10 rooms at the Civic Offices solely used for document filing, as well as additional off-site archives, totalling 237m<sup>2</sup>. This represents 4.7% of the rentable floor space and is equivalent to 31 workstations or the floor space of 323 High Street. Further discovery is scheduled to analyse the extent of space used for paper based filing cabinets and how document storage could be approached to enable efficient use of space and flexible / home working through electronic document management systems.

## Sectional kitchen facilities

There are currently kitchen facilities across the Civic Offices, with appliance detailed below (officer accommodation only).

Building	Fridge / fridge- freezer	Kettle / water urn	Wall mounted water urn	Microwave oven	Other	Sink	Water fountains
Extension	3	4		3		1	
Conder Building	9	8		7			
Civic House	2	3	1	1			
Bridge	1	1			1 coffee machine	1	1
New Building	21	26	3	11	1 coffee machine		2
Total	36	42	4	22	2	2	3

These appliances, with the exception of wall mounted water urns, sinks and water fountains, have been bought by employees. Initial discovery shows that older or lower quality appliances like fridges and kettles can use up to 75% more electricity than modern designs.

Indicatively, the difference in the annual running costs for a domestic fridge can be between £23 and £80, depending on its energy efficiency. Although further discover is required, updating fridge, kettle and microwave equipment to modern energy efficient models could save the authority money on electricity bills and repay any invest-to-save. Additionally, 'MAST' money could be considered for any proposed improvement to these staff facilities.

### **Toilet facilities**

The table below shows the current toilet and shower facilities at the Civic Offices.

Floor	Female toilet	Male toilet	Adapted toilet	Showers
Second floor	1	3	2	-
First floor	3	9	1	-
Ground floor	10	10	2	2
Lower ground floor	-	-	-	-
Total	14	22	5	2

### **Canteen facilities and vending machines**

An interim review of canteen facilities and vending machines at the Civic Offices was completed in 2016 [P040].

### **Equality Act assessment (previously DDA compliance)**

Currently awaiting information from Human Resources and Facilities Management regarding an equalities impact assessment or Equality Act compliance assessment for the building. Early indications show that the current facilities for customers and staff at the Civic Offices are not fully accessible or Equality Act compliant (British Standards and Building Regulations).

### **Security, Health and Safety**

Initial discovery around security has shown that there have been security issues around the theft of equipment and personal property, as well as rare assaults on customers by other members of the public.

There are 14 entrances / exits for the Civic Offices, around half of which open directly into the car parks. CCTV is used both outside the Civic Offices and at key points inside the building, particularly in areas on the public side.

### **Environmental issues**

Almost all lighting within the Civic Offices uses both low energy bulbs and motion sensors, so when rooms are unoccupied the lighting switches off automatically to save electricity. However, this is not the case with computer monitors or other systems which are only used during office

hours. Further discovery is required to judge the cost benefit analysis of using other energy saving initiatives like the Power Management Project [P039] (on hold, April 2017).

The Civic Office Waste and Recycling Project [P105] has introduced new waste and recycling bins to the site, with the aim of reducing the amount and cost of waste going to landfill sites.

### Desk usage

Descriptor	Count	Notes	Average occupancy: 60%
Officer desks	465	Officer desks are used by officers	
+Tables	60	Inc. public facing desks and training desks	
Average desk occupancy	278	Over 9 samples	
Max. desk occupancy	352		
Min. desk occupancy	210		
Civic staff headcount	410	From HR database	
Vacancy factor (10%)	41	Estimate from HR	
FTE (87%)	392	Estimate from HR database	

### Employee travel

Research (below) completed by Essex County Council indicated how employees regularly travel to work (2015). 159 staff from EFDC responded to the survey.

This survey, alongside an earlier survey in 2014, show that the majority of our staff travel to work from areas surrounding the main road network of A406 North Circular, M25 London Orbital Motorway, M11 Motorway and A414 or live in or around Epping. However, a number of staff travel to work from considerably further afield including Stevenage, Bishop's Stortford, Braintree, Chelmsford, Basildon, Southend, Greater London and St Albans.

Mode of transport to work	Respondents	%	Civic Office estimate
Driving alone	107	66.9	274
Car sharing	22	13.9	57
Walking	14	9.3	38
Bus	8	4.6	19
Train and tube	5	3.3	13
Motorbike and moped	3	2.0	8
Total	159	100	409

Initial discovery shows that 16 of the 18 staff based at Hemnall Street (as opposed to the museums) travel to work by car and park at Hemnall Street.

### Civic Office car park

Civic Office car park	Spaces
Black Lion	48
Paddock	81
Car Park 2	28
Car Park 1	29
Basement	29
Homefield Courtyard	12
<b>Total</b>	<b>217</b>

There are also 26 public pay and display spaces at the Civic Offices.

Discovery undertaken in January 2016, showed on average an 89% usage of the staff car parks at the Civic Offices. The range was 77% to 101%.

### Meeting room usage

The usage of customer facing meeting rooms is 18% (excluding planning reception in the afternoons when it's closed). This sample was completed over a four week period in February 2017.

### Customer receptions

Insert background on current customer reception configuration.



## **25. Appendix 2: Future blueprint 2023**

The qualities of the future blueprint to be included.

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