



Overview & Scrutiny Committee Thursday, 19th November, 2020

You are invited to attend the next meeting of **Overview & Scrutiny Committee**, which will be held as a:

**Virtual Meeting on Zoom
on Thursday, 19th November, 2020
at 7.00 pm.**

**Georgina Blakemore
Chief Executive**

**Democratic Services
Officer:**

V Messenger Tel: (01992) 564243
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors M Sartin (Chairman), R Jennings (Vice-Chairman), R Baldwin, P Bolton, L Burrows, D Dorrell, I Hadley, S Heather, J Lea, S Murray, D Plummer, S Rackham, P Stalker, D Stocker, D Sunger, J H Whitehouse and D Wixley

**PLEASE NOTE THAT THIS MEETING IS OPEN TO ALL MEMBERS TO ATTEND
SUBSTITUTE NOMINATION DEADLINE 18:00**

WEBCASTING NOTICE (VIRTUAL MEETINGS)

Please note: this meeting may be filmed for live or subsequent broadcast via the Council's internet site - at the start of the meeting the Chairman will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

Therefore by participating in this virtual meeting, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should ensure that their video setting throughout the virtual meeting is turned off and set to audio only.

In the event that technical difficulties interrupt the virtual meeting that cannot be overcome, the Chairman may need to adjourn the meeting.

If you have any queries regarding this, please contact the Public Relations Manager on 01992 564039.

1. WEBCASTING INTRODUCTION

This virtual meeting is to be webcast. Members are reminded of the need to unmute before speaking.

The Chairman will read the following announcement:

“I would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or another use by such third parties). Therefore by participating in this virtual meeting, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should ensure that their video setting throughout the virtual meeting is turned off and set to audio only.

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

2. APOLOGIES FOR ABSENCE

3. SUBSTITUTE MEMBERS

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

4. MINUTES

To confirm the minutes of the meeting of the Committee held on 15 October 2020 (to follow).

5. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

In considering whether to declare a pecuniary or a non-pecuniary interest under the Council’s Code of Conduct, Members are requested to pay particular attention to paragraph (11) of the Code in addition to the more familiar requirements.

This requires the declaration of a non-pecuniary interest in any matter before Overview & Scrutiny which relates to a decision of or action by another Committee or Sub-Committee of the Council, a Joint Committee or Joint Sub-Committee in which the Council is involved and of which the Councillor is also a Member.

Paragraph (11) of the Code of Conduct does not refer to Cabinet decisions or attendance at an Overview & Scrutiny meeting purely for the purpose of answering questions or providing information on such a matter.

6. PUBLIC QUESTIONS & REQUESTS TO ADDRESS THE OVERVIEW AND SCRUTINY COMMITTEE

To receive questions submitted by members of the public and any requests to address the Committee, in accordance with Article 6 (Overview and Scrutiny) of the Council’s Constitution.

(a) Public Questions

Members of the public may ask questions of the Chairman of Overview and Scrutiny Committee at ordinary meetings of the Committee, in accordance with the procedure set out in the Constitution.

(b) Requests to address the Overview and Scrutiny Committee

Any member of the public or a representative of another organisation may address the Overview and Scrutiny Committee on any agenda item (except those dealt with in private session as exempt or confidential business), due to be considered at the meeting.

7. EXECUTIVE DECISIONS - CALL-IN (Pages 7 - 40)

To consider any matter referred to the Committee for decision in relation to a call-in, in accordance with Article 6 (Overview and Scrutiny) of the Council's Constitution.

(a) Release of Restrictive Covenants – Epping Forest College

The Cabinet Decision on 14 September 2020 was called-in by Councillors C C Pond (lead member), H Kauffman, S Murray, C Roberts and D Roberts. The following documents are attached for information:

- Cabinet report (C-017-2020/21);
- Call-in notification; and
- Call-in notes of informal meeting on 7 October 2020.

8. UK INNOVATION CORRIDOR - SCRUTINY OF EXTERNAL ORGANISATION (Pages 41 - 42)

To consider the attached report and undertake external scrutiny of the UK Innovation Corridor with the Director, John McGill, and Chairman, Dr Ann Limb.

9. CORPORATE PLAN KEY ACTION PLAN 2020/21 QUARTER 2 PROGRESS (Pages 43 - 66)

To consider the attached report on Corporate Programme Governance and Reporting, and the Quarter 1 and Quarter 2 performance of KPIs. (NB: This item was deferred from the Overview and Scrutiny Committee meeting on 15 October 2020).

10. ACCOMMODATION UPDATE (Pages 67 - 68)

To consider the attached progress report on the Accommodation Programme.

11. PEOPLE STRATEGY (Pages 69 - 70)

To consider the attached report on the People Strategy.

12. BUDGET MONITORING REPORT QUARTER 2

To consider the budget monitoring report for quarter 2 (to follow).

13. CABINET BUSINESS

Recommendation:

That the Committee review the Executive's current programme of Key Decisions to enable the identification of appropriate matters for the overview and scrutiny work programme and the overview of specific decisions proposed to be taken over the period of the plan.

Article 6 (Overview and Scrutiny) of the Constitution requires that the Committee review the Executive's programme of Key Decisions (the Cabinet Forward Plan) at each meeting, to enable the identification of appropriate matters for the overview and scrutiny work programme and to provide an opportunity for the overview of specific decisions proposed to be taken over the period of the plan.

The Constitution (Article 14 (Decision Making)) defines a Key Decision as an executive decision which:

- (a) involves expenditure or savings of £250,000 or above which are currently within budget and policy;
- (b) involves expenditure or savings of £100,000 or above which are NOT currently within budget and policy;
- (c) is likely to be significant in terms of its effect on communities living or working in an area comprising two or more wards;
- (d) raises new issues of policy;
- (e) increases financial commitments (i.e. revenue and/or capital) in future years over and above existing budgetary approval;
- (f) comprises and includes the publication of draft or final schemes which may require, either directly or in relation to objections to, the approval of a Government Minister; or
- (g) involves the promotion of local legislation.

Wherever possible, Portfolio Holders will attend the Committee to present forthcoming key decisions, to answer questions on the forward plan and to indicate where appropriate work could be carried out by overview and scrutiny on behalf of the Cabinet.

The Executive's current programme of Key Decisions is to follow as an Appendix to this report.

14. OVERVIEW & SCRUTINY COMMITTEE - WORK PROGRAMME (Pages 71 - 76)

Progress towards the achievement of the work programme for the Overview and Scrutiny Committee is reviewed at each meeting.

(a) Current Work Programme

The current work programme for the Committee is attached as an appendix to this agenda.

(b) Reserve Programme

A reserve list of scrutiny topics is developed as required, to ensure that the work flow of overview and scrutiny is continuous. When necessary, the Committee will allocate items from the list appropriately, once resources become available in the work programme, following the completion of any ongoing scrutiny activity.

Members can put forward suggestions for inclusion in the work programme or reserve list through the adopted PICK process. Existing review items will be dealt with first, after which time will be allocated to the items contained in the reserve work plan.

15. SELECT COMMITTEES - WORK PROGRAMME (Pages 77 - 82)

(Chairmen of the Select Committees) Article 6 (Overview and Scrutiny) of the Constitution requires that the chairmen of the select committees report to the meeting in regard to progress with the achievement of the current work programme for each select committee and on any recommendations for consideration by the Overview and Scrutiny Committee.

The current work programme for each select committee is attached as an appendix to this agenda.

16. LOCAL HIGH STREETS TASK AND FINISH PANEL (Pages 83 - 84)

To discuss the potential reconvening of the Task and Finish Panel. The Terms of Reference is attached for information.

17. 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

(Democratic Services Manager) Article 17 - Access to Information, Procedure Rules of the Constitution 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 for four years after the date of the meeting one copy of each of the documents on the list of background papers.

Report to the Cabinet

Report reference: C-017-2020/21
Date of meeting: 14 September
2020



**Epping Forest
District Council**

Portfolio: Commercial and Regulatory Services – Cllr. A Patel
Subject: Release of Restrictive Covenants – Epping Forest College
Responsible Officer: Karim Pabani (01992 564123).
Democratic Services: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

Epping Forest College is granted a variation to the covenants on the land further to previous removal of restrictive covenants, in order to facilitate the Colleges plans for the site.

Executive Summary:

The Epping Forest College Site was subject to restrictive covenants in favour of Epping Forest District Council in relation to the use of the Property for Education. These were agreed to be released in 2019, but since this time, in order to facilitate further College plans, two variations to the covenants are required. The first involves transfer of land to the residential developer to facilitate housing development. The second involves transfer of development land from the residential developer back to the College and removal of the restriction that said land can only be used for residential purposes. This is to facilitate the Colleges proposed wellness centre.

Reasons for Proposed Decision:

Removal of the covenants benefits the District by allowing the College to develop the Wellness Centre while also assisting the developer in unlocking further housing provision in the District in accordance with the Local Plan.

Other Options for Action:

The restrictive covenants are not released. There is no governance, legal or commercial reason for EFDC to oppose the release of such covenants however and previous larger restrictions were agreed to be released in 2015 and 2019 by Cabinet.

Report:

1. Title number EX535442, being the Epping Forest College Site, was subject to restrictive covenants set out in a 1955 Conveyance and a 1952 Conveyance in favour of Epping Forest District Council in relation to the use of the Property for Education.

2. It was agreed with the Council last year that these covenants would be released and new covenants imposed over two parts of the Epping Forest College site, being the “Middle Site” and “Borders Lane Playing Fields”. These variations were agreed with the Council to enable the College to sell the parts of the property that were unused and also enable the Council to deliver the housing as part of the local plan.
3. The Middle Site is now subject to restrictive covenants for the use for residential purposes.
4. At the Borders Lane Playing Fields Site, the red land is to be used for residential purposes and blue land for community uses as the College will be delivering a wellness centre at this site.
5. Given the development of the site over the course of the last year, two further variations are now required to the covenants – Cabinet need to therefore confirm that the following two variations would be permitted.

Variation 1 – Green Land:

The land edged green on the attached plan ‘FNH436 Plan 1’ is currently subject to the education covenants. The land edged orange and blue forms the “Middle Site” where the covenants were varied last year. The College and housing developer have agreed to transfer the land edged green to the developer. As such, the covenants for this parcel of land would need to be varied to residential.

The College will retain a permanent right of way over the Green Land. The College have confirmed that this land is not used to access the site, nor is it used for emergency access. The developer would like to maintain this land.

It is proposed that a release and variation in the same form as entered into last year for the green land is entered into. Please refer to marked up Deed of Surrender.

Variation 2 - Wellness Centre Land

Following the development of the plans over the last year, the housing developer is going to transfer some land back to the College to enable the College to build a larger, full site wellness centre. The land which is being transferred back to the College is shown edged red on “FNH437...Plan 1 NCC Ownership”. This land is currently subject to a restriction not to use the property other than for residential purposes (as this was part of the land varied last year). The covenants on this land need to be re-varied to permit use for community uses as this is to form part of the wellness centre site.

Legal and Governance Implications:

There are three covenants that affects part of the Epping Forest College Site. These are briefly:

- Not to use the land other than for the purposes of the Education Act 1944 and/or the Nation Health Service,
- Not to erect any buildings on the land without first obtaining consent, and

- Not to sell the land without first offering the land back to the Council and a set timetable for purchase must be followed. The purchase price is to be determined by the District Valuer and calculated in the same way Compulsory Purchase claims are settled.

On previous applications to release covenants on the College Site, Essex County Council have provided that there is no requirement for land to be used for education in this area. In which case the College are able to argue that the need for the covenant is redundant. If the Council refused to release the covenants the owner of the land could therefore apply to the Upper Tribunal to release the covenants.

When considering an application to discharge or modify a restrictive covenant, the Upper Tribunal will take into account the development plan, any pattern for the grant or refusal of planning permission in the relevant area, as well as the time and context in which the covenants were imposed. The Tribunal has the power to order the applicant to pay compensation to the person entitled to the benefit of the covenant.

If the Upper Tribunal decides that a covenant is no longer required, then the amount of compensation would be the reduction in the purchase price due to the imposition of the covenants.

Counsel's opinion has previously been obtained on this issue. The advice was that if the Council refused to release the covenants, the Council would lose the case and any compensation awarded would be small. In addition, the Council would probably have costs awarded against it, (the requirement to pay the other sides legal costs), resulting in the Council paying more than it received in compensation.

Safer, Cleaner and Greener Implications: None.

Consultation Undertaken: None.

Background Papers:

1. 05/11/2015 Cabinet Decision
2. Draft Deed of Surrender
3. College Plan
4. Ownership Plan

Risk Management: N/A

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Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. 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

Section 1: Identifying details

Your function, service area and team: Asset Management Specialist, Commercial & Regulatory Services, Estates Team

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Epping Forest College Land / Title Covenants

Officer completing the EqIA: Tel: 01992 564123 Email: kpbani@eppingforestdc.gov.uk

Date of completing the assessment: 21/07/2020

Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project? Yes – revision/amendment of an existing decision.</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>To facilitate the Epping Forest College plan for a 'welcome centre' and facilitate the adjoining residential development by the amendment of existing restrictive covenants on the Title and changing the designation of land within the Title to facilitate said plans.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Following the objectives of the Corporate Plan by facilitating regeneration and housing objectives within the District which the removal of the covenants will unlock.</p>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities? <p>Yes – principally the community in the District surrounding the college though it is anticipated it would be to the benefit of the community by facilitating the plans for a welcome centre. This would also unlock additional housing – a long term goal of the Local Plan.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes - to the benefit of Epping Forest College.</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p>

	<p>No – there will be relatively minor legal costs to make the changes to Title documents and associated correspondence. All other costs will be borne by the developer and the college for their respective projects once the covenants are lifted.</p>
<p>2.5</p>	<p>Is this policy or decision associated with any of the Council’s other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>This supports the Corporate Plan by facilitating regeneration for the educational use. It also facilitates the ongoing Local Plan by facilitating housing in the District.</p>

Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	What does the information tell you about those groups identified? N/A
3.2	Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision? N/A
3.3	If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: N/A

Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know. N/A

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age		
Disability		
Gender		
Gender reassignment		
Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqIA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.

Section 6: Action plan to address and monitor adverse impacts
N/A

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.

Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Jim Nolan

Date: 15/08/2019

Signature of person completing the EqlA: Karim Pabani

Date: 15/08/2019

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.



DECISIONS

Committee:	CABINET
Date of Meeting:	Thursday, 5 November 2015

Date of Publication:	13 November 2015
Call-In Expiry:	19 November 2015

This document lists the decisions that have been taken by the Cabinet at its meeting held on Thursday, 5 November 2015, which require publication in accordance with the Local Government Act 2000. The list specifies those decisions eligible for call-in and the date by which they must be called-in.

Those decisions that are listed as being “recommended to the Council...”, or request the Chairman of the Council to waive the call-in, are not eligible for call-in.

The wording used might not necessarily reflect the actual wording that will appear in the minutes, which will take precedence as the minutes are the official record of the meeting.

If you have any queries about the matters referred to in this decision sheet then please contact:

Gary Woodhall
Democratic Services Officer
Office of the Chief Executive

Tel: 01992 564470
Email: gwoodhall@eppingforestdc.gov.uk

Call-In Procedure

If you wish to call-in any of the eligible decisions taken at this meeting you should complete the call-in form and return it to Democratic Services before the expiry of five working days following the publication date. You should include reference to the item title. Further background to decisions can be found by viewing the agenda document for this meeting at: www.eppingforestdc.gov.uk/local_democracy

Decision No:

13. RELEASE OF RESTRICTIVE COVENANTS - EPPING FOREST COLLEGE


Decision:

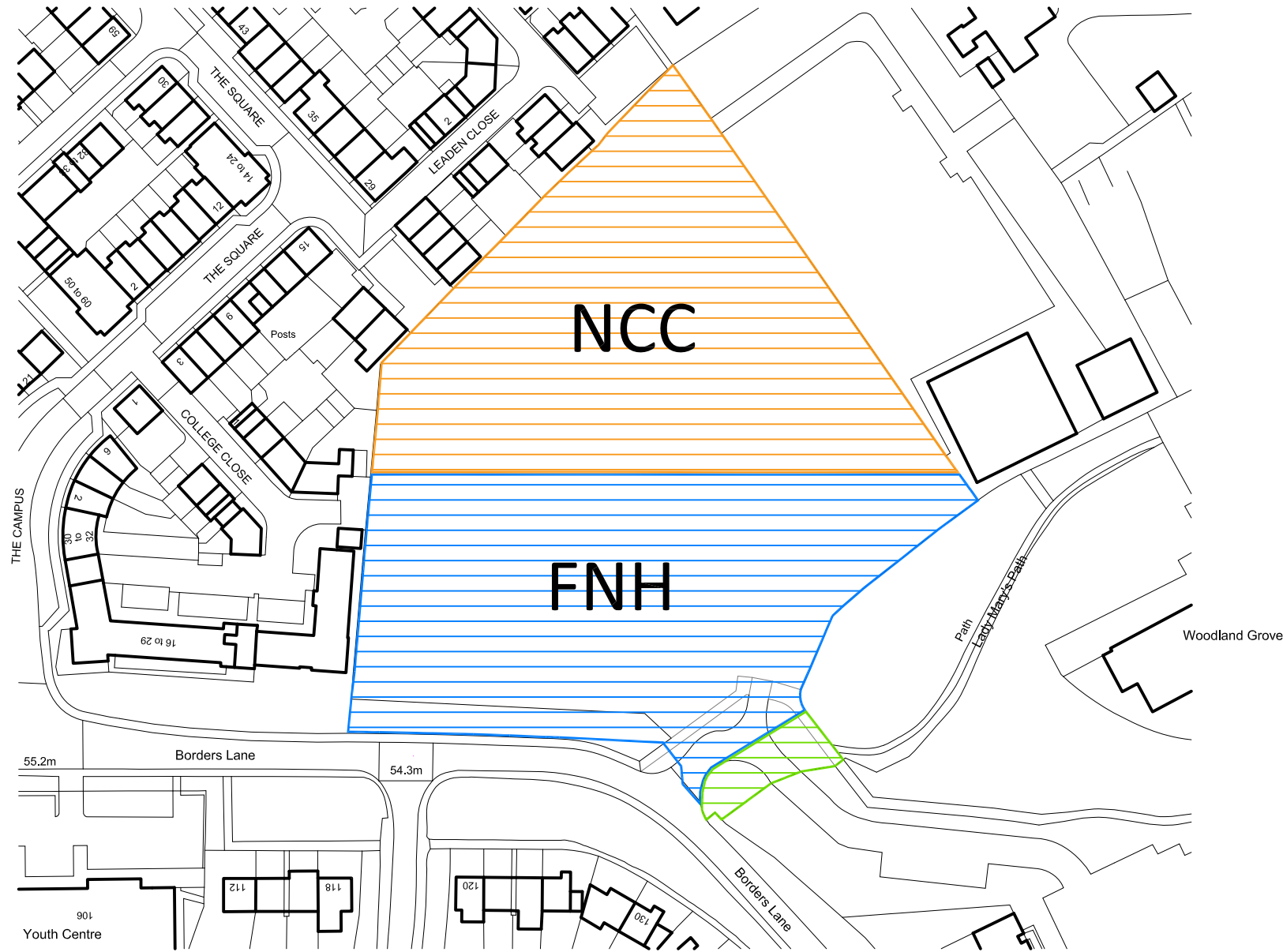
- (1) That a Deed of Release of the 1952 and 1955 Covenants be issued by the

Council, consistent with the previous Deeds of Release on the land at Epping Forest College, on the following basis:

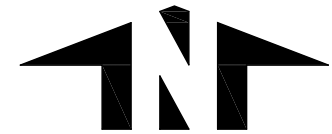
- (a) *A Deed of Release of the 1952 and 1955 Covenants consistent with the previous deeds of release is executed by the Council and is held in escrow pending written confirmation from the College's Solicitors to the Council that:*
 - (i) *the College's application for [outline] planning permission for the development of its new Sports, Health and Well-Being facility for the benefit of the College's students and the wider community has been submitted to the Council; and*
 - (ii) *Contracts for the College's sale of the Middle Site and part of the Playing Fields for residential development, conditional upon execution of such Deed of Release of the 1952 and 1955 Covenants, have been signed and are held in escrow pending execution and delivery of the said Deed of Release; and*
- (2) That the pre-emption rights of the Council not be exercised on the land.

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 Land to benefit from Permanent Right of Way benefiting New City College



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5m 25m 50m 100m
 Scale Bar 1:1250

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**EPPING FOREST COLLEGE
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 PLAN 1**

Scale 1:1250 @ A3

Date 26/11/19

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 Telephone: 0208-366 1271 Fax: 0208-366 7219

Drawing No. Revision

FNH436/PLAN 1 -

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THIS DEED is made the 29 day of March 2010

BETWEEN:

(1) **EPPING FOREST DISTRICT COUNCIL** of Civic Offices, High Street, Epping, Essex CM16 4BZ ("the Council") and

(2) ~~NEW CITY COLLEGE~~ of 112, Poplar High Street, London E14 0AF ("the College")

Fairways New Homes (Epping Forest) No. 1. Limited ("Fairways")

NOW THIS DEED WITNESSES as follows:

1. Interpretation

In this Deed, unless the context otherwise requires:

1.1 "The Conveyance" means the Conveyance dated 6 January 1955 and made between (1) The London County Council and (2) the County Council of Essex by which the land of which the ~~Red~~ *Green* Land forms part was conveyed to the County Council of Essex.

1.2 "The Council's Land" means the freehold land registered at the Land Registry as follows:

- Title No: EX723226 - Land and Buildings at Chigwell Lane, Ladyfields, Borders Lane, Ladyfields Close, Colson Road and Lushes Road Loughton
- Title No: EX722437 - Land and Buildings at Bushfields, Chequers Road, Colson Green, Colson Road and Lushes Road, Loughton
- Title No: EX723938 - Land and Buildings at Colson Gardens, Colson Road, Homecroft Gardens and Borders Land, Loughton

Copies of the filed plans are attached.

1.3 "The 1955 Covenants" means the covenants set out in the Third Schedule of the Conveyance and mentioned in Entry No. 4 of the Charges Register of Title Number EX535442.

1.4 "The 1952 Covenants" means the covenants set out in the Second Conveyance and mentioned in Entry No. 3 of the Charges Register of the Title Number EX535422.

1.5 "The Plan" means the Plan annexed to this Deed

1.6 "The ~~Red~~ *Green* Land" means the land shown ~~outlined in red~~ *outlined and hatched in green* on the Plan

1.7 "The Red Land Covenants" are the covenants set out in Clause 6 of this Deed

1.8 "The Second Conveyance" means the Conveyance dated 1 May 1952 made between (1) The London County Council and (2) the County Council of Essex by which the land of which the Red Land forms part was conveyed to the County Council of Essex

1.9 The expressions "the Council" and "~~the College~~" ^{Fairview} include the person or persons deriving title under them respectively including their mortgagees or personal representatives

1.10 A covenant by ~~the College~~ ^{Fairview} not to do an act includes an obligation:

- not to permit or suffer that act to be done; and
- to use best endeavours to prevent that act being done by another person.

1.11 Interpretation

- Where any party to this Deed for the time being comprises two or more persons, obligations expressed or implied to be made by or with that party are deemed to be made by or with the persons comprising that party jointly and severally.
- Words that indicate one gender include all other genders, words that indicate the singular include the plural and vice versa and words that indicate persons shall be interpreted as extending to a corporate body or a partnership and vice versa.
- References to any numbered clause without any further description shall be interpreted as a reference to the clause of this Deed numbered in that manner.
- The clause headings do not form part of this Deed and shall be ignored in its construction

2. Recitals

2.1 ~~The College is~~ ^{Fairview has to equitable opt to be} registered at the Land Registry as proprietor of the land comprised in Title Number EX535442 of which the ~~Red~~ ^{Green} Land forms part.

2.2 The benefit of the 1955 Covenants and 1952 Covenants is vested in the Council pursuant to Article 11 of the Greater London Council (Transfer of Land and Housing Accommodation) Order 1980 (SI1980 No 320) ^{Fairview}

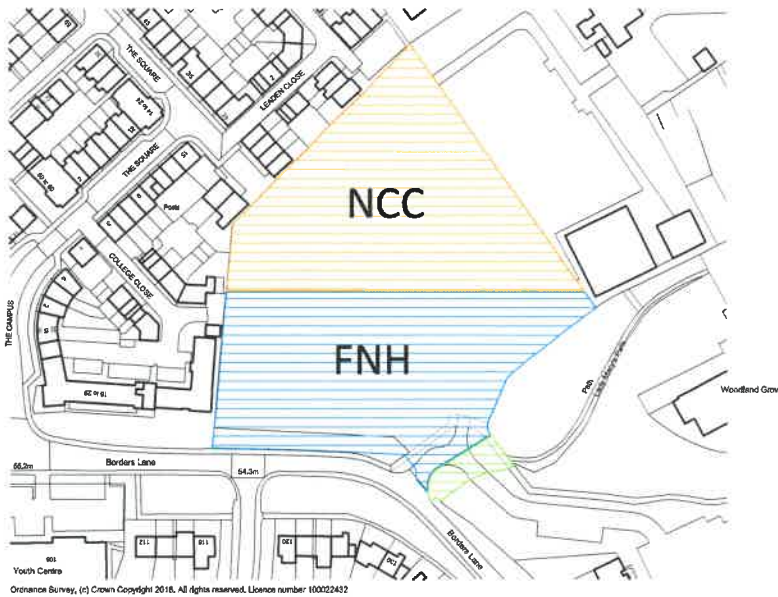
2.4 In consideration of ~~the College~~ ^{Fairview} entering into the covenants set out in clauses 4 hereof the Council has agreed to release the 1955 Covenants and the 1952 Covenants.

3. Release of the ~~Red~~ ^{Green} Land


In consideration of the covenants by the College contained below, the Council releases ~~the~~ ^{Fairview} College and its successors in title from the obligations of the 1955 Covenants and 1952 Covenants in respect of the ~~Red~~ ^{Green} Land and every part of them.

4. ~~Red~~ ^{Green} Land Covenants

In consideration of the release contained above ~~College~~ ^{Fairview} hereby covenants with the Council for the benefit of the Council's Land and every part of it and to the intent that



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 Land to benefit from Permanent Right of Way benefiting New City College



Fairview
NEW HOMES LTD.

EPPING FOREST COLLEGE
EPPING FOREST
PLAN 3

Scale 1:1250 @ A3

Date 26/11/19

Drawn GR

FAIRVIEW NEW HOMES Ltd.
50 Lansdown Road Epsom Middlesex E15 2JY
Telephone 0208-306 1271 Fax 0208-306 7219

Drawing No. Revision

FNH436/PLAN 3 A

such covenant shall be made pursuant to Section 111 of the Local Government Act 1972 and Section 33 of the Local Government (Miscellaneous Provisions) Act 1982 to comply with the following covenant in respect of the Red Land:

4.1 Except for the erection of the buildings ^{Finns} ~~the College~~ must not use the ^{Green} ~~Red~~ Land for any purpose other than for residential purposes and as amenity space in connection with the residential use.

4.2 Not to use the ^{Green} ~~Red~~ Land or any building for the time being on it for the purpose of any profession, trade, business or manufacture of any description nor use any dwelling house on it except as a single private residence nor use any garage on it except as an ancillary private garage

6. Conveyances to continue otherwise

The parties agree and declare that except for this present release and variation, The Conveyance and The Second Conveyance shall continue in full force and effect in all other respects

7. HM Land Registry applications affecting the Red Land

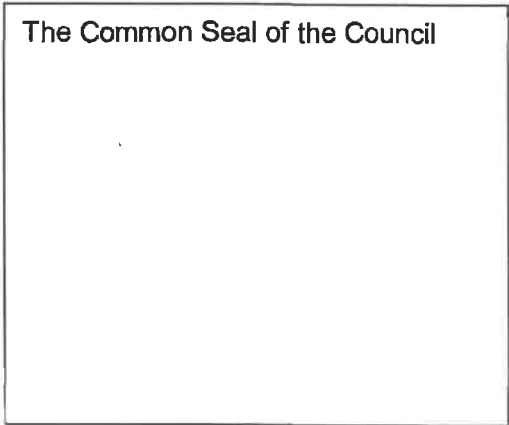
On completion of this deed, ^{Finns} ~~the College~~ shall:

7.1 apply to HM Land Registry to enter a notice of the ^{Green} ~~Red~~ Land Covenants against the registered title to the Red Land; and

7.2 As soon as possible after completion of this deed, ^{Finns} ~~the College~~ shall give to the Council official copies of the registered titles to the ^{Green} ~~Red~~ Land, to show that the ^{Green} ~~Red~~ Land Covenants have been properly and correctly entered against the ^{Finns} ~~College's~~ title.

IN WITNESS whereof the parties have hereunto set their seals the day and year first before mentioned

**THE COMMON SEAL OF
EPPING FOREST DISTRICT COUNCIL**)
was hereunto affixed)
in the presence of:)



Signature :.....

Job Title:

THE COMMON SEAL OF
NEW CITY COLLEGE
was hereunto affixed
in the presence of:

)
)
)
)

Authorized Signatory: *[Signature]*

Authorized Signatory: *[Signature]*



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Please note that this is the only official copy we will issue. We will not issue a paper official copy.

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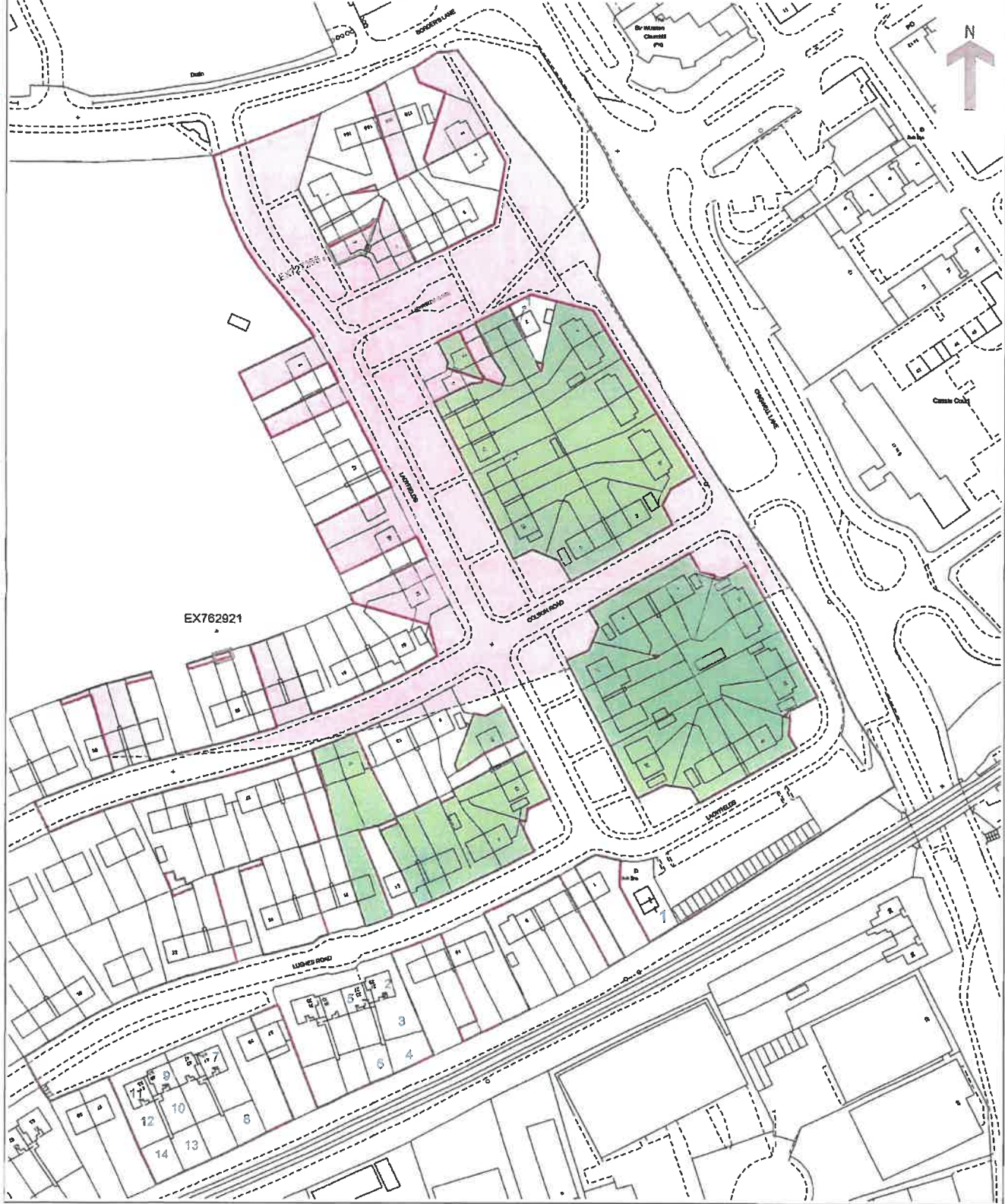
EX 723226
Plan

HM Land Registry
Official copy of
title plan

Title number **EX723226**
Ordnance Survey map reference **TQ4496SW**
Scale **1:1250**
Administrative area **Essex : Epping Forest**



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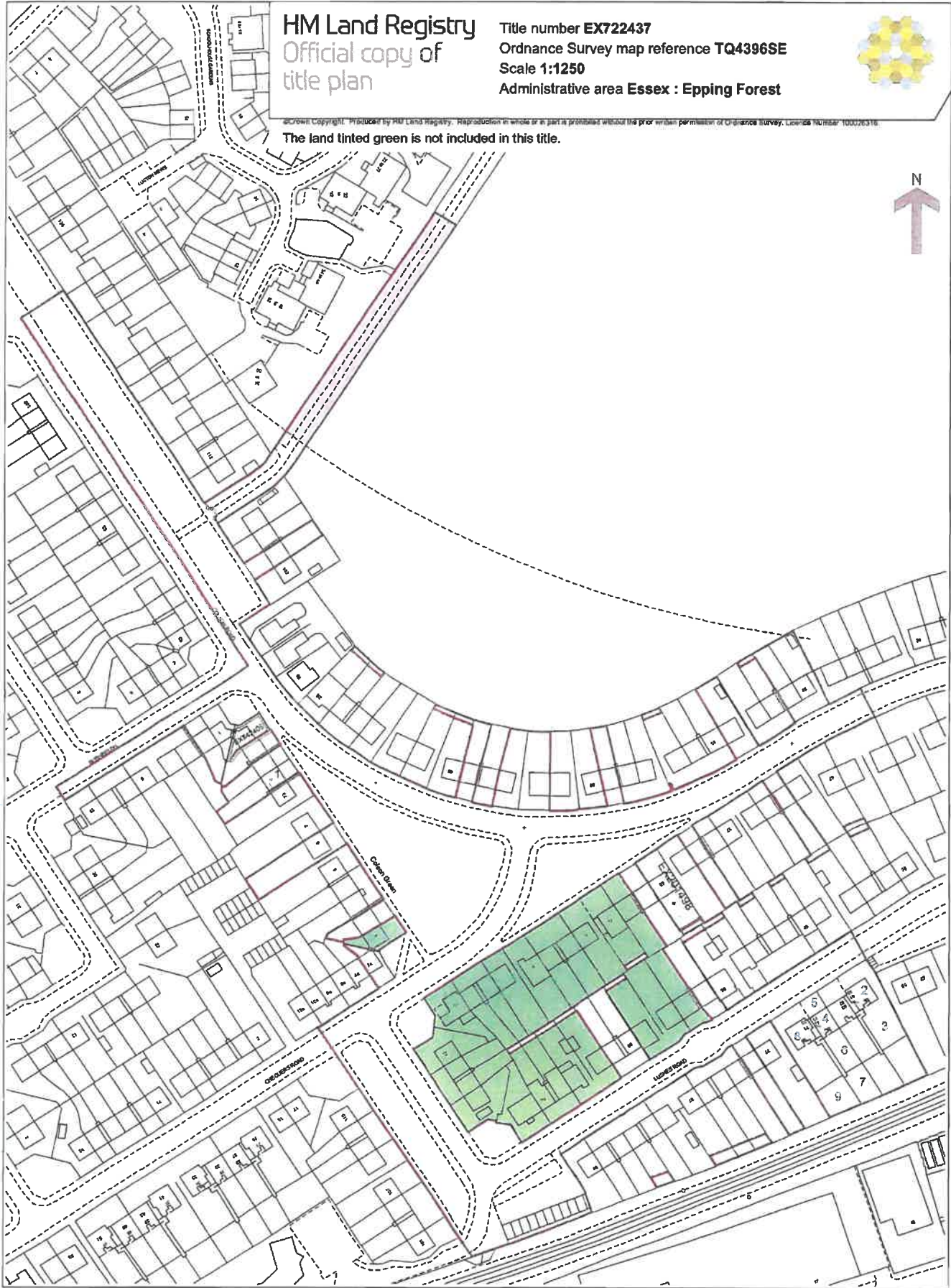
Plan

HM Land Registry
Official copy of
title plan

Title number **EX722437**
Ordnance Survey map reference **TQ4396SE**
Scale **1:1250**
Administrative area **Essex : Epping Forest**



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Plan



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DATED 29 March 2019

EPPING FOREST DISTRICT COUNCIL (1)

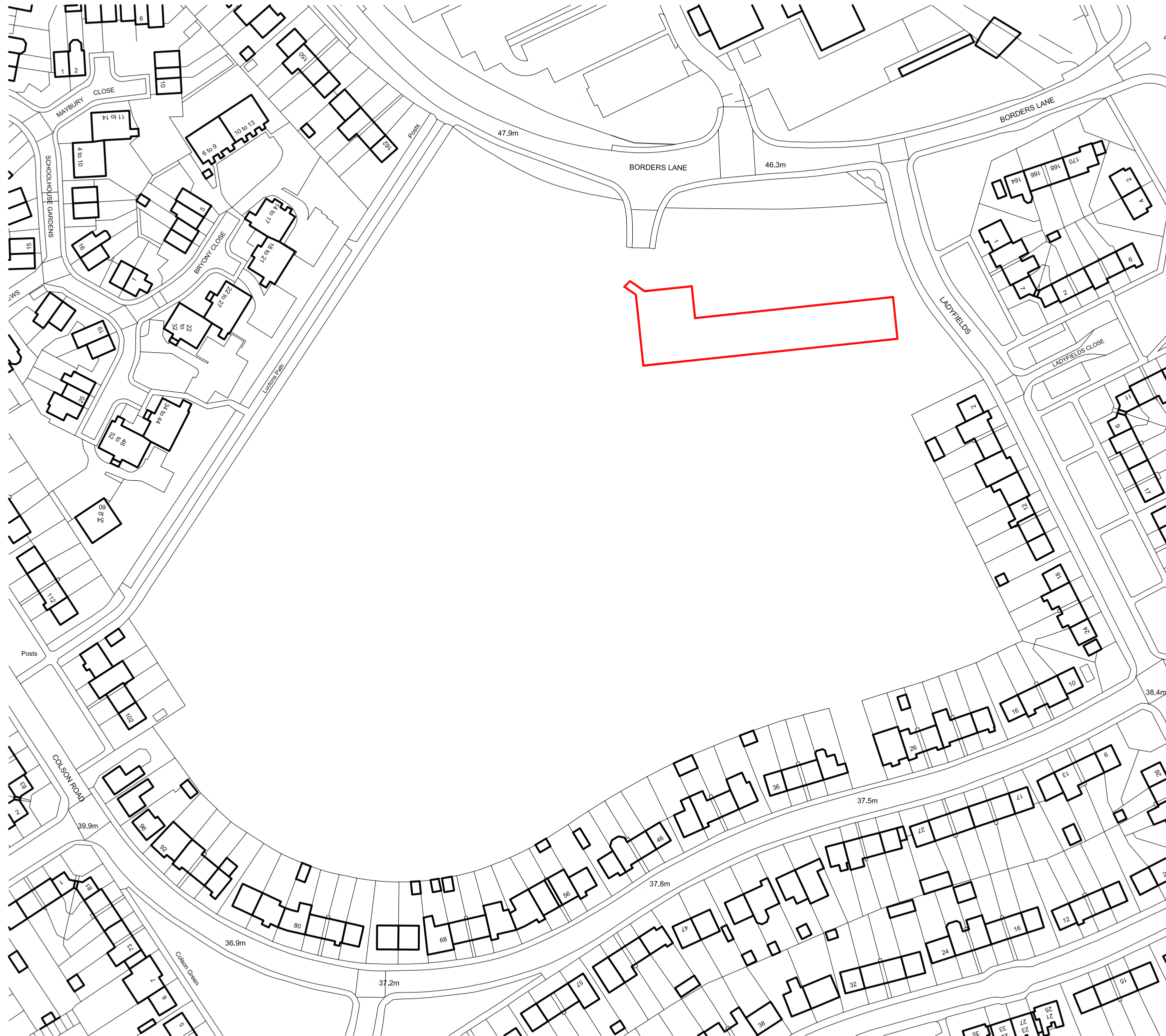
- and -

NEW CITY COLLEGE (2)

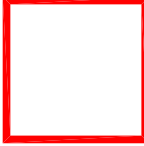
DEED OF RELEASE AND NEW RESTRICTIVE COVENANTS
in respect of Land at Borders Lane, Loughton, Essex, IG10 3SA
known as the "Middle Site"

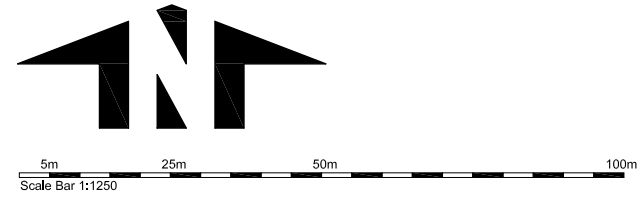
**Epping Forest District Council
Civic Offices
High Street
Epping
Essex
CM16 4BZ**

Ref: BSS/RF/CM/809



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 LAND TO BE TRANSFERRED BACK TO NEW CITY COLLEGE



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**BORDERS LANE PLAYING FIELDS
 EPPING FOREST
 PLAN 1**

Scale 1:1250 @ A3
 Date 22/01/20
 Drawn GR

FAIRVIEW NEW HOMES Ltd.
 50 Lancaster Road Enfield Middx EN2 0BY
 Telephone: 0208-366 1271 Fax: 0208-366 7219

Drawing No. **FNH437/PLAN 1** Revision -

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EPPING FOREST DISTRICT COUNCIL

Notification of Call-In of Portfolio Holder Decision under Paragraphs 45-52 of Article 6 (Overview & Scrutiny) of the Constitution This form must be signed and completed and the original returned to the Proper Officer in person no later than the fifth working day following the publication of the decision to be called-in.

Decision to be called-in: *Epping Forest College granted a variation to covenants*

Decision reference: C-017-2020/21 no.8

Portfolio: Commercial & Regulatory services

Description of decision: "RELEASE OF RESTRICTIVE COVENANTS - EPPING FOREST COLLEGE Decision: Epping Forest College be granted a variation to the covenants on the land further to previous removal of restrictive covenants"

Reasons for call-in:

1. The decision announced at the start of cabinet by the Leader to restrict members to one question each unreasonably and improperly hampered scrutiny;
2. The non-attendance of the responsible Officer, and seeming inability of the PFH and other officers to answer detailed questions hampered scrutiny;
3. We believe there is no longer an entity called "Epping Forest College". Its assets and liabilities have (we understand) been acquired by New City College;
4. The plans and documents attached to the cabinet report are confusing, in part illegible, and inconsistent;
5. The proposed new covenants are unstated other than in general terms and do not assure public use of the land and facilities proposed to be covered by the reconveyance of land proposed for a "wellness centre" ["the centre"] by New City College;
6. Without the full text of the proposed new covenant, no provision is made for community control of any subsequent disposal of the land in the event of non-construction or failure of the proposed centre. There needs

to be an explicit provision that this will be completed to agreed specifications and with explicit provisions for public access and the level of fees for that access before the release is granted. The land proposed to form the centre and its surrounding open space and the principle of public access needs to be defined before release of the covenant;

7. The paper makes no mention of the sum to be paid by any party to EFDC in consideration of the council's agreeing to new covenants, despite the huge uplift in land values profiting the college;
8. There is no evidence in the Report that Essex County Council currently do not require land in Loughton for a new school site. Their statement five years ago does not necessarily hold good after the scale of new construction of dwellings envisaged in LPSV 2017. A signed statement by the ECC Chief Executive is needed

Members requesting call-in (3 members of the Overview and Scrutiny Committee or 5 other members)

Members Name:

C C POND

S W MURRAY

H B KAUFFMAN

D ROBERTS

Lead member: C C POND

Office Use Only:

Date Received: 23 September at 16.00 – also to note that Cllr C Roberts has also given his name to this call in but had been omitted from the above list of names – therefore they do have the required 5 members for a call-in. A. Hendry

Report to Overview and Scrutiny Committee

Date of meeting: 19 November 2020



Portfolio: Commercial & Regulatory Services (Councillor A Patel)

Subject: Notes from informal virtual meeting held Wednesday 07 October 2020 – 17.00 to 17.30

Officer contact for further information: Karim Pabani (01992 564123)

Democratic Services Officer: V Messenger (01992 564265)

RE: Cabinet decisions 14 September 2020 – Release of Restrictive Covenants – Epping Forest College.

In attendance:

On behalf of the Call-in Members: Councillor Chris Pond.

Relevant Portfolio Holder: Councillor Aniket Patel (Commercial and Regulatory Services PH)

O&S Committee Chairman: Councillor Mary Sartin;

O&S Committee Vice Chairman: Councillor Robert Jennings

Officers: Natalie Boateng, Georgina Blakemore, Karim Pabani, Gary Woodhall & Adrian Hendry.

1. Councillor Sartin acted as Chairman for this meeting and asked Councillor Pond to give his opening statement. He indicated that he had nothing to add to points 1, 2 and 4 of the call-in sheet. He went on to note that this had been called in five years ago, when a number of Councillors thought it was ill advised. He noted that there were no detailed plans from the College for a Health Centre and Luctons Meadows. The district needed to keep the wellness centre and the open space. He did emphasise that points 5 and 6 of the call-in were important and would like the new covenant to include a provision of public access and reversion to community control in the event of non-construction.
2. Councillor Pond went on to ask about the willingness of the County not to use this land for educational needs and a new school. He was told that officers had been in contact with ECC recently and had received an email confirming that they had no such plans. Councillor Pond asked that this email be shared with him. This was agreed.
3. Officers noted that the covenants ran with the land and with the successors entitled to the land. Officers agreed that the point made on the use of the land for community purposes and a Wellness Centre was valid and they could ask that the contract include a community benefit such as a Wellness Centre. Natalie Boateng would seek to tie this in with the contract. She would draw up documents in liaison with Councillors Pond and Patel. Councillor Pond agreed if this could be arranged then it should satisfy most of the points his members had raised.
4. Councillor Sartin summed up, noting that some more work needed to be done on this by officers but subject to this, was the lead member of the call-in happy with the actions put forward. Councillor Pond indicated that he would be happy once he had seen the outcome of the contract negotiations and would endeavour to put this solution to his co-signatories for their agreement.

5. The Call-in was put on hold, subject to further work being carried out by officers in consultation with Councillors Patel and Pond.

Adrian Hendry
Democratic Services

9 October 2020

Report to the Overview & Scrutiny Committee



Date of meeting: 19 November 2020

SCRUTINY



Subject: UK Innovation Corridor - Scrutiny of External Organisation

Responsible Officer: Gary Woodhall (01992) 564470

Democratic Services: Vivienne Messenger (01992) 564243

Recommendations/Decisions Required:

(1) That the Committee undertake appropriate external scrutiny of the effect of the work of the UK Innovation Corridor across the Epping Forest District.

1. The Committee has previously requested an opportunity to undertake appropriate external scrutiny of the effect of the work being undertaken by the UK Innovation Corridor (formerly the London-Stansted-Cambridge Consortium), to better understand the potential benefits for the Epping Forest District. This issue is included in the current work programme for the Committee.

2. Invitations have been extended to the UK Innovation Corridor to attend this meeting. John McGill, Director of the Innovation Corridor, and Dr Ann Limb, Chairman of the Innovation Corridor, have both confirmed that they will attend the Committee meeting.

3. The following questions relating to the UK Innovation Corridor have been notified to Mr McGill and Ms Limb as the initial focus of the external scrutiny:

- (a) what benefit does the District obtain from the UK Innovation Corridor;
- (b) how can the District collaborate better with the UK Innovation Corridor; and
- (c) why did you change your name from the London-Stansted-Cambridge Consortium?

4. The identification of relevant lines of questioning to be raised has also been sought through the Council Bulletin, and Members will have the opportunity to further question the representatives from the Innovation Corridor at the meeting.

Resource Implications:

The recommendations of this report seek to enable scrutiny activity to more effectively meet work programme requirements.

Legal and Governance Implications:

The Council's Constitution sets out rules for the management of its Overview and Scrutiny responsibilities. Although external organisations are not generally required by legislation to attend a meeting of the Overview and Scrutiny Committee, it is hoped that most would be willing to engage constructively with the Council's scrutiny activity when invited to do so.

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.

Consultation Undertaken:

The proposed scrutiny of the effect of the work being undertaken by the UK Innovation Corridor across the District is included in the current work programme for the Committee.

Background Papers:

None.

Impact Assessments:Risk Management

The Council's Constitution sets out rules for the management of its Overview and Scrutiny responsibilities.

Equality:

There are no equality implications arising from the recommendations of this report.



Report to Overview & Scrutiny Committee

Date of meeting: 19 November 2020

SCRUTINY

Portfolio: Leader (Councillor C Whitbread)



Subject: Overview and Scrutiny – Corporate Programme Governance and Reporting

Officer contact for further information: Louise Wade (lwade@eppingforestdc.gov.uk/ 01992 642311)

Democratic Services Officer: G Woodhall (01992 564243)

Recommendations/Decisions Required:

- (1) That the Committee understand the internal governance that has been established to manage and deliver the programmes of work aligned to the Stronger council ambitions in 2020/21;
- (2) That the committee note the programmes of work aligned to the Stronger select ambitions
- (3) That the committee note the scope of the corporate programme of work and associated benefits in 20/21 which will be used to baseline Corporate performance management.
- (4) That the committee decide on the scope of reporting required for Overview & Scrutiny in 20/21. Specifically deciding on whether all programmes and projects contained within this document should be presented to Stronger council or only key identified projects.

Options:

- a. Summary of progress at programmes of work and project level
 - b. Summary of progress at a Stronger Select level with exceptions reported at a project level
- (5) That the committee reviews the report in relation to the performance of the programme of work for 20/21 and notes the following exceptions flagging as Red:
- a. **Telecare offering project:** Due to delay in cessation of service following withdrawal of ECC tender. Milestones will be re-baselined in Q3
 - b. **ICT Restructure:** Due to delay in completion of restructure.
 - c. **Local Plan:** Due to delay in the review of main modifications document as a result of inspectors limited capacity to review.
1. Corporate plan programmes scope and performance measurement report
- (6) That the committee reviews the Q1 and Q2 performance of KPIs that were previously used in 19/20 and note those KPIs that have not been reported
2. Quarterly KPI performance report

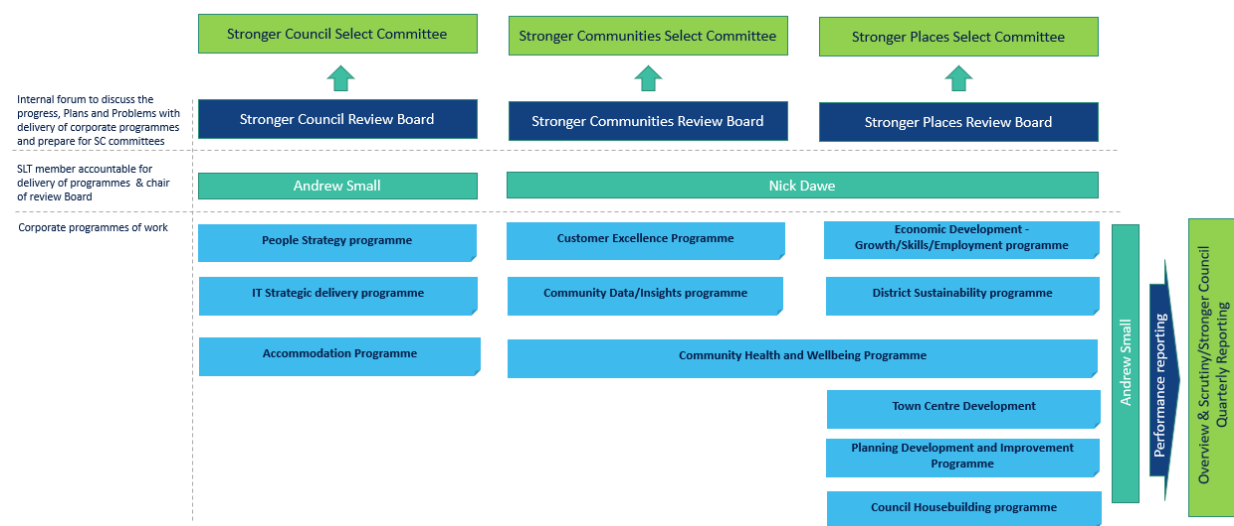
(7) That the committee reviews the recommended KPIs that are suggested for 20/21 and make any decisions to remove or include additional KPIs across the service areas

3. Recommended KPIs for 20/21 performance in Q3 report

Report:

(1) Internal Corporate Governance structure

An internal officer governance structure has been established to focus on the delivery of the Corporate programmes aligned to the Stronger ambition objectives. Each programme will have a clear brief, with defined benefits and a milestone plan which will be reviewed and discussed on a monthly basis and key information and decisions taken to the relevant select committees. Programmes will be led by a director enabling Corporate Performance management to be aligned with individual performance management.



(2) Stronger ambition Corporate Programme Alignment

All projects have been aligned under the one of the 3 Stronger select agendas as detailed below. It is noted that as our recovery planning and response evolves projects will evolve and there are clear interdependencies across the programmes.

Stronger Communities Programmes and Projects, (SRO Nick Dawe)
<p>Community Health and Wellbeing Programme</p> <p>Lead officer: Jen Gould</p> <ul style="list-style-type: none"> ▪ Community health and wellbeing project (Pilot in WA and Ongar) ▪ Review and Rationalisation of Epping Forest Museum Collection
<p>Customer Excellence Programme</p>

<p>Lead Officer: Rob Pavey</p> <ul style="list-style-type: none"> ▪ Fix the Basics ▪ Customer Culture Development ▪ Digital customer journey ▪ Partnership hub ▪ Digital Payments ▪ Digital Members journey ▪ Integrated website
<p>Community Data/Insights Programme</p> <p>Lead Officer: Rob Pavey</p> <ul style="list-style-type: none"> ▪ Research and feasibility recommendations
<p>Stronger Place programmes and projects (SRO Nick Dawe)</p>
<p>Community Health and Wellbeing Programme</p> <p>Lead Officer: Jen Gould</p> <ul style="list-style-type: none"> ▪ Private Sector letting initiative ▪ Sheltered Housing review ▪ Telecare offering review
<p>Council Housebuilding Programme</p> <p>Lead Officer: Deborah Fenton</p> <ul style="list-style-type: none"> ▪ Council Housebuilding project ▪ Housing and Asset Management system ▪ Service Charge Review/Great Place to live
<p>District Sustainability Programme</p> <p>Lead Officer: Kim Durrani/Alison Blom-Cooper</p> <ul style="list-style-type: none"> ▪ Climate Emergency actions ▪ Strategic Alternative areas of natural growth ▪ Sustainable Transport
<p>Planning Development and Improvement Programme</p> <p>Lead Officer: Nigel Richardson/Alison Blom-Cooper</p> <ul style="list-style-type: none"> ▪ Digital Planning Process Improvement and digital solution ▪ Local Plan
<p>Economic Development</p> <p>Lead Officer: Julie Chandler</p> <ul style="list-style-type: none"> ▪ Digital Enablement and Gateway ▪ Enterprise zone ▪ Feasibility on Epping Forest cultural and community hub ▪ Local Business and Suppliers

<ul style="list-style-type: none"> ▪ Local Skills and Opportunities
<p>Town Centre Development</p> <p>Lead Officer: Julie Chandler</p> <ul style="list-style-type: none"> ▪ EFDC Investment Assets ▪ Town Centre Development ▪ Safer Spaces ▪ Leisure Management contract ▪ Waste Management contract
<p>Stronger Council Programmes and Projects, (SRO Andrew Small)</p>
<p>Accommodation Programme</p> <p>Lead officer: Louise Wade</p>
<p>IT Strategy Programme</p> <p>Lead Officer: Paula Maginnis</p> <ul style="list-style-type: none"> ▪ ICT Restructure ▪ Business Application review ▪ Cyber security review ▪ Service Management Project ▪ Mobile Phone project ▪ Infrastructure refresh project ▪ Flexible and Remote working ▪ Device, Desktop and Laptop strategy
<p>People Programme</p> <p>Lead Officer: Paula Maginnis</p> <ul style="list-style-type: none"> ▪ Attracting, Onboarding and Retaining talent project ▪ Developing our skills and behaviours project ▪ Engagement and Wellbeing project ▪ High Performing and Flexible workforce project ▪ Internal Policy and process improvement project

Reason for decision: To enable Overview & Scrutiny committee to review progress of delivery for Corporate Programmes and KPIs and to decide on the level of reporting at future scrutiny meetings

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. However, any implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director.

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 Safer, Cleaner and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from

actions to achieve specific objectives or benefits will be identified by the responsible Service Director.

Consultation Undertaken:

Leadership Team

Overview & Scrutiny Committee

Background Papers:

Strategy and Corporate plan

Risk Management:

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from re-planning or actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

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2. Corporate plan programmes scope and performance measurement report

Community Health and Wellbeing Programme		Lead Officer: Jen Gould	
Sheltered Housing Review project			
Goal	Benefits	Aspirational milestones	Progress
<p>The goal is to ensure that we deliver accommodation that meets our older tenants' housing needs while making the best use of our housing stock.</p>	<ul style="list-style-type: none"> Meeting the modern housing, health and social care needs of our growing older population Make the best use of the Council's housing stock 	<p><u>Q3</u></p> <ul style="list-style-type: none"> Wifi install in communal areas Improve Marketing and Promotion of sheltered housing <p><u>Q4</u></p> <ul style="list-style-type: none"> Stronger Place Select committee – 3 year action plan SH impact to 55plus review 	<p>Photos of all schemes have been taken for use when advertising voids via CBL & SHOs now providing sales description.</p>
Wider Determinants of Health Improvement project			
<p>Delivery of activities that contribute to an overall reduction in health deprivation in the pilot wards.</p> <p>A tested place-based approach that can be replicated to respond to the health inequality needs of other areas.</p>	<ul style="list-style-type: none"> Improved health and wellbeing of residents in pilot area resulting in a reduction in otherwise necessary intervention from primary and secondary care providers, local authority and other welfare based statutory and non-statutory services Opportunity to pilot project prior to rolling out to further parts of the district. 	<p><u>Q3</u></p> <ul style="list-style-type: none"> Summary of Community consultation in pilot wards to gather qualitative insight into residents' needs Health and Wellbeing Board approval of multi agency group action plans outlining key activities to address needs of pilot areas 	<p>New pilot programme of work has been launched in Paternoster, Waltham Abbey and Shelley, Ongar</p> <p>Resident engagement and research carried out through open conversations.</p> <p>Key findings highlighted a focus and set of actions to:</p> <ul style="list-style-type: none"> Improve Mental Health & Wellbeing Improve lifestyles Build Resilient Communities
Museum Collection Rationalisation project			
<p>Rationalise the collection to make more improve the collections available making more accessible for local community, and efficient and effective use of storage. .</p>	<ul style="list-style-type: none"> More accessible and relevant collections Reduction in storage costs making a saving to the revenue budget 	<p><u>Q4</u></p> <ul style="list-style-type: none"> Develop high level Action Plan for programme of work over 3 years 	<p>Project Officer has been recruited and started in September. First Project Management team meeting was held on 30 September with key actions being taken forward to start the pilot project</p>

	<ul style="list-style-type: none"> ▪ Collections that are managed and cared for to industry standards ensuring their longevity 		of the North Weald Container in October.
Private Sector Lettings project			
<p>To provide suitable and affordable accommodation to those people who are experiencing homelessness.</p> <p>To utilise the scheme as a prevention tool</p> <p>To reduce the use and cost of temporary accommodation</p> <p>To effectively and lawfully discharge homelessness duties</p>	<ul style="list-style-type: none"> ▪ Suitable, good quality, affordable accommodation for clients. ▪ Reduce the numbers in and the costs of temporary accommodation. ▪ Caseloads reduced ▪ Decision time reduced 	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Recruitment to Private Sectors Letting Officer <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Secure a minimum of 65 private sector lets ▪ Create and market a private sector letting offer to attract landlords 	Recruitment of private sector lettings officer complete
Telecare offering			
<p>Cessation of the delivery of Telecare and move to ECC country-wide care provision of technology service for telecare and assistive technology delivery.</p>	<p>Improved technology provision due to scale of investment.</p> <p>Transfer of operational and financial risk to ECC.</p>	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Cessation on delivery of telecare service 	<p>ECC withdrew tender and are now looking to rescope tender in April of next year.</p> <p>Impact of delay and possible cost implications will be presented to cabinet in January.</p>

Customer Excellence Programme		Lead Officer: Rob Pavey	
Fix The basics			
Goal	Benefits	Aspirational milestones	Progress
Improvement of essential customer service processes and operations to improve the effectiveness of the function and service delivered to customer and providing a solid foundation	<ul style="list-style-type: none"> ▪ Improved Customer Satisfaction ▪ Efficiency in Customer Service centre ▪ Improved response times 	<u>Q2</u> <ul style="list-style-type: none"> ▪ ICS Benchmark survey ▪ Customer Feedback channel created through social media ▪ Out of hours new contract procurement <u>Q3</u> <ul style="list-style-type: none"> ▪ Customer Feedback review ▪ CHW 1st line migration to contact centre <u>Q4</u> <ul style="list-style-type: none"> ▪ Contact centre Operating Hours review 	Customer Survey completed and presented Out of hours contract procurement agreed Additional feedback channel created through the launch of social media channels
Customer shoes culture			
Improve the way we interact and respond to customers by improving the behaviours of interaction through training and recognition	<ul style="list-style-type: none"> ▪ Improved Customer Satisfaction ▪ Improved employee understanding of customer value ▪ Reduction in complaints 	<u>Q3</u> <ul style="list-style-type: none"> ▪ Customer Shoes Behavioural training pilot <u>Q4</u> <ul style="list-style-type: none"> ▪ Training Plan 	Training provider identified and pilot to take place in Q3
Embracing New Technology			
Increase the digitisation of the customer journey	<ul style="list-style-type: none"> ▪ Speed of interaction and resolution for customers ▪ Making certain service interactions available 24/7 to our customers ▪ Improved data capturing 	<u>Q3</u> <ul style="list-style-type: none"> ▪ Firm Step Calendar bookings <u>Q4</u> <ul style="list-style-type: none"> ▪ Customer single Sign on 	Several enhancements to the digital journey of residents and access to website forms was made during lockdown
Members			
Improve the Members experience as a customer	<ul style="list-style-type: none"> ▪ Speed of interaction and resolution ▪ Improved customer satisfaction 	<u>Q4</u> <ul style="list-style-type: none"> ▪ Councillor Portal 	

Partnership working			
Making services available to those unable to access technology or looking to access services in person	<ul style="list-style-type: none"> Increase information and availability of services 	<u>Q4</u> <ul style="list-style-type: none"> Multi-Agency hub launch 	
Digital Payments			
Refresh payment component of customer journey	<ul style="list-style-type: none"> Improved Customer journey Improved speed of service for customers 	<u>Q3</u> <ul style="list-style-type: none"> Wallet and Recurring payment launch PCC DSS compliance project (Payment industry Compliancy to protection of income through payments) 	
Communications and PR			
Improve the accessibility of customer information and services	<ul style="list-style-type: none"> Improved accessibility to all customers Reduction in amount of websites to access information Improved Customer Journey 	<u>Q1</u> <ul style="list-style-type: none"> Website upgrade - 4 button usability improvements <u>Q2</u> <ul style="list-style-type: none"> Microsite creation and launch Website accessibility compliant 	Usability of website improved from the introduction of 4 button "Pay, Report, Apply, Book" Microsites for Museum, North Weald and country care Website accessibility compliance completed

Community and Data Insights Programme		Lead Officer: Rob Pavey	
High Performing and Flexible Workforce			
Goal	Benefits	Aspirational milestones	Progress
Provide insight for the future design of our service based on data and behavioural analysis Provide customer-centric services	<ul style="list-style-type: none"> Services are designed and planned for based around informed decision-making This assists in cutting waste in service provision directing resources towards defined and informed needs. 	<u>Q3</u> <ul style="list-style-type: none"> Establish Corporate objectives for Community Data Insight objectives Provide Options for Data analysis tools 	Programme initiated

People Programme		Lead Officer: Paula Maginnis	
High Performing and Flexible Workforce			
Goal	Benefits	Aspirational milestones	Progress
Creating a culture of collaboration, innovation and creativity	<ul style="list-style-type: none"> Enable our employees to fulfil their potential and be high-performing 	<u>Q3</u> <ul style="list-style-type: none"> Organisational alignment to delivery <u>Q4</u> <ul style="list-style-type: none"> Digital Performance Management Review and implementation New automated recruitment process through iRecruit 	Organisation structure alignment to delivery of work complete
Attracting, On Boarding and retaining the best talent			
Creating a strong people brand that is inspiring and motivating harnessing technology and social media platforms	<ul style="list-style-type: none"> Attract new talent to join Retain talented individuals 	<u>Q3</u> <ul style="list-style-type: none"> Onboarding process, redesign and roll out 	Onboarding process design progressing and in pilot
Engagement and Wellbeing			
Creating a working environment where employees wellbeing is an integral part, and organisational decisions taking into account the impact on employees.	<ul style="list-style-type: none"> Increased employee satisfaction Contributing factor in the health and wellbeing of our employees 	<u>Q2</u> <ul style="list-style-type: none"> Mental Health Line manager training delivered Perkbox – Integrated EAP and Wellbeing Platform <u>Q3</u> <ul style="list-style-type: none"> Perkbox – Integrated engagement platform <u>Q4</u> <ul style="list-style-type: none"> Perkbox – Integrated recognition platform 1/10 trained in Mental Health 	Covid 19 - Mental health and wellbeing support package launched including support tools, counselling, coaching and resilience training Perkbox - EAP platform launched
Internal Policy and Process improvement			
Continuous improvement of the council's people management policies, processes and procedures and function	Increased speed of response Improvement in internal customer satisfaction and employee journey	<u>Q2</u> People Team restructure	People Team Restructure complete

ICT Strategy Programme		Lead Officer: Paula Maginnis	
ICT restructure			
Goal	Benefits	Aspirational milestones	Progress
Reorganise ICT team to provide cross functional skills required to support delivery of projects Reduce overall headcount	<ul style="list-style-type: none"> Reduction in operating costs, ensure rights skills and capacity 	Q3 <ul style="list-style-type: none"> Complete Restructure 	Restructure put on hold during Covid 19 initial phase. This has now resumed Appointment of Team managers has completed. Restructure of IT function is expected to complete within Q4. RAG Status reason: Due to delay in completion of restructure.
Service Management (Service Desk tool/Process)			
Replace old system(HOTH), with simplified SaaS. Improve Service processes and overall service internal provision	<ul style="list-style-type: none"> More user friendly Increased automation Better management reports 	Q2 <ul style="list-style-type: none"> Phase 1 – system implementation Q4 <ul style="list-style-type: none"> Phase 2 – Process improvement and migration of old system 	Implementation of system complete
Flexible and Remote Working			
Enable employees to work flexibly and remotely	<ul style="list-style-type: none"> Enables effective flexibility for employees and their work location and also supports the reduced desk ratio available within Civic 	Q2 <ul style="list-style-type: none"> Teams Rollout Laptop standards issued Q4 <ul style="list-style-type: none"> O365 rollout complete Govroam (Wifi roaming in public sector locations) complete 	Teams successfully rolled out to enable remote working. Users have successfully adopted tools.
Device, Desktop and Laptop Strategy			
Support versions of OS in use. Single remote access solution Single team to deliver new devices	<ul style="list-style-type: none"> Simpler support model for less complex environment. Improved IT Service Better user experience. 	Q4 Establish action plan	

Mobile Phone Review			
Reduce mobile phone ownership and usage	<ul style="list-style-type: none"> Reduce cost and complexity 	<u>Q4</u> <ul style="list-style-type: none"> Assessment and strategy complete 	
Infrastructure Review			
Refresh our DR capability and improve network resilience	<ul style="list-style-type: none"> Increase resilience and risk across the network 	<u>Q2</u> <ul style="list-style-type: none"> DR infrastructure installed <u>Q3</u> <ul style="list-style-type: none"> Infrastructure testing complete <u>Q4</u> <ul style="list-style-type: none"> Further Infrastructure strategy action plan complete 	DR capability implemented, further technical and business testing
Cyber Security Review			
Review current cyber security controls	<ul style="list-style-type: none"> Providing security that enables users to access sites and information whilst also protecting the council Reduction in help desk tickets 	<u>Q2</u> <ul style="list-style-type: none"> Complete review 	Review complete and Strategic Information Governance forum and process implemented that reviews the risk associated with security on a case by case basis. Standards are then applied across the controls.
Business Application Review			
Understand all applications Identify unsupported ones Implement supplier mgt Decommission out of date / used systems Move applications to SaaS Blueprint for future applications	<ul style="list-style-type: none"> Value for money / fit for purpose applications Improved supplier performance Remove unsupported business processes (e.g. spreadsheets) Increase customer self service 	<u>Q2</u> <ul style="list-style-type: none"> Business Architecture current state Business Partner model implemented <u>Q3</u> <ul style="list-style-type: none"> Supplier management process implemented <u>Q4</u> <ul style="list-style-type: none"> Strategy and plan for business application architecture 	Initial business architecture complete enabling a foundation on which to develop future state strategies. Improved internal business partnership discussion due to new service model. A new IT Portfolio governance model has been introduced to prioritise the backlog of IT business projects.

Accommodation Programme		Lead Officer: Louise Wade	
Goal	Benefits	Aspirational milestones	Progress
<p>Accommodation Strategy: programme A range of projects to improve the design & development of the Councils buildings & assets and the way in which employees work</p> <ol style="list-style-type: none"> 1. Refurbishment works 2. Infrastructure and Technology 3. Travel Plan 4. Furniture, fixtures and fittings 5. Change & Ways of Working 6. Partners and Commercial opportunities 7. Customer Service Workstream 	<ul style="list-style-type: none"> ▪ Better use of council assets ▪ Improved Employee satisfaction ▪ Revenue opportunities ▪ Reduction in cost through the reduced use of council assets 	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Agree FFF schedule, furniture and place order ▪ AV Design complete ▪ Complete proposed travel plan <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Procurement tender on printing project commenced. ▪ Ascertain final agreement on lease/rental fees for 3rd parties ▪ Ways of working and members workshops held <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Refurbishment work complete in 323 & Civic ▪ Complete FF&E,AV, Desktop and IT Installation 	<p>Refurbishment work is progressing well with intended completion date of Q4. Covid has allowed us to model effective flexible working and majority of employees have expressed a keen desire to continue working flexibly. FFF is delayed but a focus in Q3 means it is not expected to impact the overall date of programme</p> <p>AV design is completed, including a resource booking tool. Commercialisation discussions are going well with a buoyant market and interested parties, commercial agents have been appointed.</p> <p>Travel plan proposals have been delayed but with the recruitment of a sustainable transport officer plans are progressing with proposal going to cabinet in Dec.</p> <p>RAG status reason: Delays within individual workstreams but not currently expected to delay overall delivery of programme. Currently awaiting timelines from suppliers.</p>

Council Housebuilding Programme		Lead Officer: Deborah Fenton	
Council housebuilding			
Goal	Benefits	Aspirational milestones	Progress
To deliver the Council housebuilding programme	<ul style="list-style-type: none"> ▪ Contributes to addressing local housing requirements ▪ Investing in communities with high quality design ▪ Supports local economy through supporting small and medium businesses in supply chain ▪ Creating jobs within the community 	<p><u>Q2</u> On site start Phase 4.1</p> <p><u>Q3</u> On site start Phase 4.2 Onsite start Phase 4.3</p> <p><u>Q4</u> Onsite start Phase 4.4</p>	<p>Phase 4.1: On Site activity has now occurred Chequers Rd (A) and Bushfields</p> <p>Phase 4.2: During a recent pre-commencement meeting the anticipated possession dates and initial start on site dates were presented subject to a further period of 2 – 3 weeks to allow for a staggered start on site</p> <p>Phase 4.3: These sites have been recently tendered and are now being analysed and will be reported upon in the form of a further Tender Report which will be presented at the next forthcoming CHBCC</p> <p>Phase 4.4: Both these sites are awaiting consent and have been delayed by the Local Plan and SAC issues which it is hoped will be resolved soon.</p>
Housing and Asset Management System			
Replacement of a legacy system that has reached end of life. Replacing manual processes and spreadsheet and enabling agile and mobile working. Improve the management information and improve analytics to identify improvements.	<ul style="list-style-type: none"> ▪ Improve the efficiency and effectiveness of Housing service ▪ Support the effectiveness of customer service ▪ Proactive response to housing management using data analytics 	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ High level Requirements complete ▪ Initial tender response and evaluation complete <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Cabinet approval and award 	<p>Project initiated and requirements gathering in progress.</p>

Service Charge Review/More than bricks and mortar project			
<p>Develop a fair charging regime which mirrors the costs to the District for carrying out services for communal areas in tenanted blocks.</p> <p>Work with communities to identify where investment can be made within our estates.</p>	<ul style="list-style-type: none"> ▪ HRA business plan will be in a more favourable position. ▪ Tenants are charged a fair and accurate service charge. ▪ Tenants benefit from improvements 	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Cabinet approval of service charges review <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Establish initial service charge regime ▪ Present to Cabinet <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Complete charging proposals 	<p>Officers have carried out a comprehensive review of services which are provided to tenants Page 40 3 which are subject to a charge. The work has established the difference in costs and officers are now looking at impact of this.</p>

District Sustainability Programme		Lead Officer: Kim Durrani/Alison Blom-Cooper	
Climate Emergency Actions			
Goal	Benefits	Aspirational milestones	Progress
<p>To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.</p>	<ul style="list-style-type: none"> ▪ Delivery of the Action Plan will ensure the Council can achieve its objectives through the declaration of a Climate Emergency. ▪ By changing the way services are provided, goods and materials procured; requirements for development in the District through the planning process are secured 	<p>Q2</p> <ul style="list-style-type: none"> ▪ Appoint Climate Change officer <p>Q4</p> <ul style="list-style-type: none"> ▪ Cabinet adoption of Climate Action plan 	<p>Climate Change Officer appointed</p>
Strategic Alternative areas of Natural Greenspace			
<p>Establish strategy and policies relating to Green and Blue infrastructure, the protection of ecological assets and high quality design.</p>	<ul style="list-style-type: none"> ▪ Support sustainable, sociable and healthy communities and addresses predicted ecological and environmental challenges. ▪ Supports healthy lifestyles through ▪ Responds to the climate change emergency 	<p><u>Q1</u></p> <ul style="list-style-type: none"> ▪ Green and blue infrastructure strategy issued for consultation <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Cabinet consideration of strategy for endorsement as a material planning consideration 	<p>Infrastructure strategy issued for consultation</p>

	<ul style="list-style-type: none"> Provides a framework for long term sustainable management and maintenance of green infrastructure 		
Sustainable transport			
<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping,</p> <p>To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus</p> <p>Provide key workers with alternatives mode of transport</p>	<ul style="list-style-type: none"> Reduction in car usage Supporting air quality and climate change agenda Support key workers in commuting in a Covid secure way 	<p><u>Q2</u></p> <ul style="list-style-type: none"> Sustainable Transport officer appointed <p><u>Q3</u></p> <ul style="list-style-type: none"> Proposals submitted to Cabinet <p><u>Q4</u></p> <ul style="list-style-type: none"> Initial Pilot 	<p>Sustainable transport officer has started. Initial analysis is progressing on the potential usage of system using Mosaic insights data</p> <p>Initial understanding of some of the risks to service that would need to be considered eg those related to the licenses and transport commissioner requirements</p>

Planning and Development Programme		Lead Officer: Nigel Richardson/Alison Blom-Cooper	
Digital Planning solution and process improvement			
Goal	Benefits	Aspirational milestones	Progress
<p>Deliver a digital solution and improve processes within planning department.</p> <p>Providing the Development Management Service with a single digital workspace to complete all tasks relating (enforcement, trees, conservation, applications, appeals, pre-application advice) and for customers to interact with us and for up to</p>	<ul style="list-style-type: none"> Improved customer interface & self-serve Reduce end to end time for decision making Removes reliance on paper-based systems and associated storage. Removes time, economic and environmental costs of printing and scanning Provides Real-time performance reporting & data intelligence to 	<p><u>Q3</u></p> <p>Tender Process complete</p> <p><u>Q4</u></p> <p>Phase 1 implementation</p>	<p>Project initiated.</p> <p>High level requirements understood RFI Issued and complete.</p> <p>Initial response from 4 suppliers with 2 being able to meet initial need.</p> <p>Further detailed review of product to align with product architecture and wider service needs in progress.</p> <p>Initial cost estimates have been received with 1 of 2 vendors initial estimates exceeding initial budget.</p>

date information to be available to our customer services team and other parties regarding the DM function.	support performance monitoring <ul style="list-style-type: none"> Reduce burden on call centre & customer services team 			RAG Status reason: Risk to initial budget based on tender responses
Local Plan				
Deliver Local Plan	Ensuring growth is in the appropriate places within the district Ensures the development delivers high quality, sustainable homes Supports the affordable housing needs Policies support economy of local areas and vibrancy of the town centres Supports a sustainable transport and road infrastructure	<u>Q3</u> <ul style="list-style-type: none"> Main Modifications consultation <u>Q4</u> <ul style="list-style-type: none"> Adoption of local plan 		As a result of the inspector's capacity the date of MM consultation has been delayed. We are now unlikely to go out to MM consultation until Q4 with a possible adoption in Q1/Q2 21

Economic Development		Lead Officer: Julie Chandler		
Digital Enablement and Gateway				
Goal	Benefits	Aspirational milestones		Progress
An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business. Platform for; 1. On-line information 2. On-line business building 3. On-line trading programme 4. On- line community building 5. On-line transaction and settlement 6. On-line bookings	<ul style="list-style-type: none"> Local businesses will be able to grow both online and local/High Street trading and services. The Council will be able to proactively drive and support economic and socio-economic recovery across the district. Opportunities will be available to build social capital, crowd funding etc. Council will procure local services and trading/contracts as the first option. 	<u>Q2</u> <ul style="list-style-type: none"> Project Initiation <u>Q3</u> <ul style="list-style-type: none"> Requirements, tender and Procurement complete <u>Q4</u> <ul style="list-style-type: none"> Phase 1 implementation 		Initial scope for 'Place' portal developed, working on a minimum viable product design initially. Several nationally recognised technology companies contacted and interested. Plan for these companies to present proposals to EFDC in October, for final selection by panel including range of Council officers and relevant members.

7. On-line info. re. employment and skills	<ul style="list-style-type: none"> ▪ Provision of a 'one stop shop' for local business and community information. 		
Business zone			
<p>To create a business zone that will provide;</p> <ul style="list-style-type: none"> - A substantial range of employment opportunities for people of all ages - facilities for business start-ups and sole entrepreneurs - Opportunities for companies involved in distribution and light industry 	<ul style="list-style-type: none"> ▪ Opportunities for local employment ▪ Long-term revenue income stream for EFDC from leases and business rates ▪ Greater economic viability for the district 	<p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Appraisal option completed 	<p>Project initiated and understanding of Masterplan and council asset in progress</p>
Feasibility on Epping forest culture and community hub			
<p>To develop an Epping Forest Community and Economic Hub through combining Epping Forest District Museum and Essex County Council library buildings in Sun Street, Waltham Abbey.</p>	<ul style="list-style-type: none"> ▪ Boost the local economy and Waltham Abbey High Street through: <ul style="list-style-type: none"> - Encouraging new growth within local businesses and start-ups - Providing affordable workspace - Attracting the 'day trip' visitor economy - Supporting creative/wellbeing sector growth ▪ Enhance Waltham Abbey's image by re-invigorating the High Street to attract new visitors, increase footfall, and investment ▪ Support and enable community learning and wellbeing 	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Develop Options / Feasibility Study for Community & Economic Hub ▪ Present Feasibility Study to Cabinet <p><u>Q4</u></p> <ul style="list-style-type: none"> ▪ Confirm EFDC capital funding ▪ Produce/agree SLA for management of revised facilities 	<p>Feasibility study complete and stakeholder presentations made</p> <p>Option A from 3 options identified as option to progress; Reconfiguration of existing building footprint to incorporate; new community space; drop in work hub facility, space for storage of Museum Reserve Collection</p>

Local Businesses and Suppliers			
<p>To recognise the broader economic and well-being impact of existing local businesses and attract new businesses to the area.</p> <p>Ensure contracts are explicit around the provision of local job opportunities and/or apprenticeships.</p> <p>Ensure terms and conditions recognises local business by scale and location of head office.</p> <p>Ensure lot size for contracts and/or preferred provider/contractor list contains a minimum of two local companies</p>	<ul style="list-style-type: none"> ▪ Support growth within the District and the sub region, ▪ Low carbon impact by using local products and suppliers 	<p><u>Q2</u></p> <ul style="list-style-type: none"> ▪ Initial draft of procurement rules focusing on local suppliers <p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Agreement on rules and updating of procurement terms and tender templates ▪ Procurement strategy update to cabinet 	<p>Review has commenced to enable full rewrite of procurement policy and guidance, system changes, appropriate order and payment prioritisation.</p>
Local skills and opportunities			
<p>To maximise work and training opportunities to lessen the negative impact of Covid 19</p>	<ul style="list-style-type: none"> ▪ Increase in employment opportunities 	<p><u>Q3</u></p> <ul style="list-style-type: none"> ▪ Scope Kick start scheme ▪ Support businesses to upskill, expand online presence 	<ul style="list-style-type: none"> ▪ Employment training opportunities now available on website ▪ Partnership advertising on EFDC website (Hertfordshire & West Essex Health and Care) ▪ Link on our website for National Career Service ▪ Received demo employability platform that supports individuals getting into work, coaching and CV Skills. ▪ Registered on the government website our interest in becoming a kick start intermediary

Town Centre Development		Lead Officer: Julie Chandler	
Town Centre future proofing project			
<p>To create vibrant high streets and town centres of the future across Epping Forest District</p> <p>Feasibility study which sets out opportunities and remedies for barriers in relation to High Streets in Waltham Abbey, Ongar, Loughton, Buckhurst Hill, and Epping</p>		<p><u>Q2</u> Establish feasibility study project and commence</p> <p><u>Q3</u> Feasibility for WA complete</p> <p><u>Q4</u> Presentation to cabinet</p>	<ul style="list-style-type: none"> Studio 3 Ltd. Business Development company appointed to lead work on town centre regeneration. An initial appraisal of Waltham Abbey has been undertaken which is in draft and identifies key issues, opportunities and limitations. Meetings arranged and being held with key local stakeholders and businesses through to mid October
Waste Contract			
<p>To review the options for provision of waste, recycling collections and street cleansing services beyond the current contract term. It may be feasible to retender, enhance services or achieve efficiencies</p>	<p>Ensuring the decision on future of municipal waste and recycling collections at the end of first 10-year term of Biffa contract in 2024,</p>	<p><u>Q2</u> Consultants appointed to support review</p> <p><u>Q3</u> Modelling of existing contract costs Options appraisal outcome</p>	<ul style="list-style-type: none"> RICARDO environmental consultants appointed after a procurement process Inception meeting held and initiation of work has commenced.
Leisure Contract			
<p>To maintain service delivery and minimise financial losses to the Council due to Covid-19</p>	<p>Stabilise financial costs for the Council, encourage usage of the leisure centre for enhanced community wellbeing.</p>	<p><u>Q3</u> Assess impact of final account of the first month of opening</p>	<ul style="list-style-type: none"> Sports Consultancy Ltd appointed to assist with budget reconciliation of first the month

3. Quarterly KPI performance reporting

Stronger Communities KPIs				
Key Performance Indicator	Progress			Comments
Customer Services: Increased Customer Satisfaction	20/21	Actual	Target	With the 7 day per week dedicated Coronavirus hotline, there was increased demand for service during a timeline of resourcing gaps in team and team sickness that contributed towards ability to meet customer needs. Demand has reduced and new team members have joined which we expect to contribute towards improved customer satisfaction indicators.
	Q1	69%	80%	
	Q2	71%	80%	
Customer Services: Improved Customer First contact resolution	20/21	Actual	Target	
	Q1	49.44	45%	
	Q2	50.08	45%	
Community and Wellbeing: No of homelessness approaches	20/21	Actual		Apart from April, the number of homeless approaches have been consistent so far this year with around 35 applications being received each month. The number of homeless approaches received by the Council are expected to increase in future months as the furlough scheme comes to end, the ban on evictions has now been lifted and other effects on society from COVID-19 is realised.
	Q1	118		
	Q2	96		
Contracts : Increase leisure centre attendees year on year – Gym	20/21	Actual		Facilities re-opened on Monday 03 rd August
	Q1	N/A		
	Q2	Epping – 34% Loughton – 46% Ongar – 27% Waltham Abbey – 48%		
Contracts: Increase leisure centre attendees year on year - Swimming	20/21	Actual	Target	Swimming opened 10 th August
	Q1	N/A		
	Q2	Loughton – 66% Waltham Abbey – 52%		

Contracts: Club life membership	20/21		Positive feedback on the social distancing measures and cleanliness of centres has been received. However, on average there is a reduction of approximately 24% in fitness memberships against Q4 2020.
	Q1	N/A	
	Q2	Epping: 1,300 Loughton: 3,300 Ongar: 960 Waltham Abbey: 2100	

Stronger Places KPIs				
Key Performance Indicator	Progress			Comments
Contracts Waste: Increase in recycling	20/21	Actual	Target	
	Q1	59.62	57%	
	Q2	59.55	57%	
Contracts Waste: Reduction in household waste	20/21	Actual	Target	
	Q1	113	95	Due to the impact from households in lockdown and increase in individuals working from home.
	Q2	218	196	

The following 19/20 KPIs have not been reported for Q1/Q2 20/21:

Stronger Council

- Meet the saving target identified in Medium Term Financial Strategy
 - o Target not set.
- Maintain the number of eligible voters
 - o Annual KPI

Stronger Communities

- Community Safety hub - Measuring the positive disposables concluded by the Community Safety Hub –
 - o Police data which PFCC scrutinise and hold to account.
 - o Two annual visits to the Select communities committee
- To maintain the number of community champions and volunteers in the district champions and volunteers
 - o We are in the process of re-establishing and recruiting community champions. With regards to volunteers there was an increase in volunteers with VAEF during the pandemic which enabled the response need to be met and we would not look to review at this stage.

4. Recommended KPIs for 20/21 performance in Q3 report

As part of the 20/21 service planning, service managers identified a set of Key Performance indicators (KPIs) that could be reported at a corporate level as part of the quarterly reporting to Stronger council and Overview and Scrutiny. The following are the suggested Q3 KPIs that would replace the existing KPIs, providing a comprehensive and holistic view of the performance of services across the council. Please note additional individual service indicators will exist within the services to ensure there is a point of reference for service performance and improvement.

	Service	Recommended KPI
1	Customer services	Overall Customer Satisfaction
2	Customer services	First point resolution
3	Customer services	Complaints resolved within SLA
4	Community Health and Wellbeing	Increased participation in community, physical or cultural activity
5	Community Health and Wellbeing	Major works voids
6	Community Health and Wellbeing	Total number of households in TA
7	Community Health and Wellbeing	No of homelessness approaches
8	Housing Management	Rent Arrears
9	Planning and development	% applications determined within agreed timelines
10	Planning Policy	Housing Delivery Test progress
11	Leisure Management	Leisure facility usage
12	Waste Management	Household Recycling level
13	Waste Management	Reduction in household waste
14	People Team	(TBC) % of Employee Leavers
15	People Team	Diversity and Inclusion
16	Sustainability Travel/Climate Change	Currently reviewing appropriate KPI

Report to Overview & Scrutiny Committee

Date of meeting: 19 November 2020

Portfolio: Leader (Councillor C Whitbread)

Subject: Overview and Scrutiny – Accommodation update

Officer contact for further information: Louise Wade (lwade@eppingforestdc.gov.uk/ 01992 642311)

Democratic Services Officer: Vivienne Messenger (01992 564265)



Recommendations/Decisions Required:

- 1) **That the Committee note the summary of progress on the Accommodation Programme as at 16 October 2020.**

Executive Summary

The accommodation programme is progressing well. We are now at a critical stage of the project, in confirming the design and the fixtures and fittings.

Work has progressed in how we will model the floor layout, enabling both fixed desks, dropped down desks and collaboration spaces. The collaboration spaces will enable teams to come together, working side by side, in a comfortable setting and interacting as groups within their services and on common goals across services. The layout is crucial in creating the atmosphere for this way of working. With mental health and wellbeing being a priority for the organisation we will also be introducing a space which addresses this. We are also working with our interested partners in designing how their spaces will also be used.

The contract continues to be within budget, and we are currently forecasting a positive variance of £91,806.

With the appointment of a change manager, this individual will help support employees and managers, to start to adopt the new ways of working, planning the move from the Conder building and ensure our communications support the change to effective flexibility. We will also be looking to hold a workshop with members to present the look and feel of the building.

A test of the market has shown positive interest in the commercial space, and the heads of terms are in draft and being reviewed to enable the commercial discussions to progress.

The programme is still on track to deliver a space for employees and our community in the first quarter of 2021.

Reason for decision: No decision required.

Legal and Governance Implications:

There are no legal or governance implications arising from the recommendations of this report. However, any implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director.

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 Safer, Cleaner and Greener initiative, or any crime and disorder issues with the district. Relevant implications arising from actions to achieve specific objectives or benefits will be identified by the responsible Service Director.

Consultation Undertaken:

Programme updates provided to:
Leadership Team
Overview & Scrutiny Committee
Stronger Council Select committee

Background Papers:

Risk Management:

There are no risk management issues arising from this report. Relevant issues arising from re-planning or actions to achieve specific objectives or benefits will be identified by the responsible service director and communicated to the Corporate Risk Management Group.



SCRUTINY



Report to Stronger Council Select Committee

Date of meeting: 19 November 2020

Portfolio: Corporate Support Services (Cllr S Kane)

Subject: People Strategy

Officer contact for further information: P Maginnis (01992 564536)

Democratic Services Officer: V Messenger (01992 564265)

Recommendations/Decisions Required:

- 1. To note the report.**

Report:

Context

1. As a reminder for the Committee, the People Strategy and Plan sets out clear actions and timescales over a two-year period to support the Council deliver its strategic objectives. It is divided into 6 workstreams;

- Attracting, on boarding and retaining the best talent
- Developing our leadership
- Embracing change to support EFDC evolution
- Creating a culture of engagement and wellbeing
- Developing our skills and behaviours to make EFDC a great place to work
- Achieving organisational goals through a high performing and flexible workforce

At the core is transforming the People Team to become an enabler for the organisation.

The Strategy sets out the ambition for our workforce – the right people with the right skills, highly motivated high performing and business efficient.

2. There is work happening in all workstreams and the Committee was updated on some of the higher profile projects in October. This report sets out a further update, unfortunately as there has been only 4 weeks between meetings this is a brief outline of the work since October's update. If there is a further update this will be given verbally on the night.

Update

- 3. Creating a culture of engagement and wellbeing**

We have launched a new Employee Assistance Programme (EAP), which is known to our employees as Perkbox. The platform enables employees to access online counselling, financial and legal support and discounts from major retailers. As part of this platform there is also an integrated Wellbeing platform providing easy online access to mental and physical wellness programmes.

As part of this platform employees also have access to Perkbox Medical, 24/7 access to online GP's. There is also a free learning platform hosted by Magpie, offering all employees access to further personal development opportunities. The launch of this platform concluded on 1 September 2020.

Perkbox insights will be our employee engagement platform and launched from 1 November 2020 followed closely by our Recognition platform and performance management refreshed approach from 1 December 2020.

4. **Developing skills and behaviours**

As highlighted at the last Committee the Apprenticeship Levy has been used to offer 4 new apprenticeships in Housing. The Housing Careers Pathways programme offers a great opportunity for anyone of any age to join the programme to launch a career in Housing, whilst studying for an accredited Chartered Institute of Housing Qualification.

The successful candidates will begin their careers with the Council on 2 November and will begin their professional qualification.

The Council is also proposing to offer an apprenticeship opportunity in our Fleet Operations Team.

Reason for decision:

Not applicable the report is for noting.

Options considered and rejected:

Not applicable the report is for noting.

Consultation undertaken:

Not applicable the report is for noting.

Resource implications:

Within current resources

Legal and Governance Implications:

Not applicable the report is for noting.

Safer, Cleaner, Greener Implications:

N/A

Consultation Undertaken:

The Trade Unions are informed and consulted as required.

Background Papers:

N/A

Impact Assessments:

Risk Management

Risk is assessed as part of the individual project development

Equality:

Equality is considered as part of the individual project development

Overview and Scrutiny Committee Work Programme 2020/21

Chairman: Councillor M. Sartin

#	ITEM	REPORT DEADLINE	PROGRESS/COMMENTS
1.	Cabinet Business	Ongoing	To review the Executive's programme of Key Decisions at each meeting, to identify appropriate matters for the work programme and provide an opportunity for the overview of specific decisions. To consider any call-ins as and when they arise.
2.	Group Company Structure	Ongoing. Added to work programme by Agenda Planning Group (29-Oct-19).	To review progress regarding the establishment and operation of the Council's Group Company Structure at each meeting of the Committee.
3.	Accommodation Strategy	Ongoing. Added to work programme by Agenda Planning Group (29-Oct-19).	To review progress regarding the implementation of the Council's Accommodation Strategy at each meeting of the Committee.
4.	People Strategy	Ongoing. Added to work programme by Agenda Planning Group (29-Oct-19).	To review progress regarding the implementation of the Council's People Strategy at each meeting of the Committee.
5.	Covid-19 Response & Recovery	Ongoing. Added to Work Programme by OSC 22-Jun-20	To review progress of the Covid-19 Response and Recovery Plan.

G. Woodhall (28-Oct-20)

6.	Overview and Scrutiny Work Programme 2020/21	22 June 2019	To agree the work programmes for the Overview and Scrutiny Committee and each of the select committees for 2020/21. (First meeting of each municipal year)
7.	Select Committee Memberships	22 June 2020	To consider nominations for membership of and appoint the Chairman & Vice-Chairman for each Select Committee. (First meeting of each municipal year)
8.	Corporate Priorities 2020/21	22 June 2020	Leader of Council to present the Council's corporate priorities for 2020/21 to the Committee. (First meeting of each municipal year)
9.	Customer Services	16 July 2020 (Annual Report)	Service Director (Customer Services) to report on customer service initiatives and performance, including compliments and complaints and call-handling.
10.	Epping Forest Youth Council	16 July 2020	Annual Report from Youth Council on completed and proposed activities. <i>Carried forward from the postponed meeting on 17 March 2020.</i>
11.	Waste Management Task & Finish Panel Review – Final Report	16 July 2020	To consider the options recommended by the Task & Finish Panel for the Waste Management Review. <i>Carried forward from the postponed meeting on 17 March 2020.</i>
12.	Corporate Plan Year 2 – Q4 Performance Review	16 July 2020	To review Q4 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.

13.	Local High Streets – Viability & Regeneration	16 July 2020 (Carried forward from the Reserve Work Programme for 2018/19)	Proposed Task and Finish Panel agreed by the Committee on 19 November 2019. Terms of Reference and Work Programme for the Task and Finish Panel agreed on 28 January 2020. Original Schedule: <ul style="list-style-type: none"> - 24 February 2020 (meeting held) - 19 March 2020 (meeting postponed) - 15 April 2020 (meeting postponed) - 14 May 2020 (meeting postponed) ⇒ Report back to Overview & Scrutiny in June 2020. To consider whether the Terms of Reference are still relevant following the Covid-19 lockdown, and the future of this Task & Finish Panel.
14.	Local Mental Health Services – Scrutiny of External Organisation	15 October 2020 (Carried forward from Reserve Work Programme for 2018/19)	To review the provision of local mental health services. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed. Approach made to West Essex Clinical Commissioning Group and Essex Partnership University NHS Foundation Trust. Briefing to be provided to frontline staff on 16 July 2019 by Essex Partnership University NHS Foundation Trust. All members invited to attend briefing. Possibility of further session for members to be investigated. <i>Carried forward from the postponed meeting on 17 March 2020.</i>
15.	Corporate Plan Year 3 – Q1 & Q2 Performance Review	15 October 2020	To review Q1 & Q2 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.
16.	UK Innovation Corridor – Scrutiny of External Organisation	19 November 2020	Formerly the London – Stansted – Cambridge Consortium. Approach to be made. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed.

17.	Corporate Plan Year 3 – Q3 Performance Review	2 February 2021	To review Q3 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.
20.	North Essex Parking Partnership – Scrutiny of external organisation	2 February 2021	Approach to be made. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed.
21.	Elections Planning Progress Report	2 February 2021	To provide update on planning for the Elections scheduled to be held in May 2021.
18.	Epping Forest Youth Council	15 April 2021	Annual Report from the Epping Forest Youth Council on completed and proposed activities.
22.	Young People's Mental Health Services – Scrutiny of External Organisation	15 April 2021	To review the provision of local mental health services for young people (under 18 years old). Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed. Contact provided by Ms Stephanie Rea from EPUT. This item should dovetail nicely with the annual report from the Youth Council.
19.	Corporate Plan Year 3 – Q4 Performance Review	15 April 2021	To review Q4 performance by exception in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan.

RESERVE PROGRAMME ITEMS

ITEM	REPORT DEADLINE/PRIORITY	PROGRESS/COMMENTS
Essex County Council (Children's Services) (Scrutiny of External Organisation)	Carried forward from reserve work programme for 2017/18 and 2018/19.	Recommendation arising from Children's Services Task and Finish Panel requires the Committee to meet with Essex County Council in respect of children's services on an annual basis. The Director of Children's Commissioning attended the meeting in April 2016. To be considered further at a later date. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed if/when added to ongoing work programme;
Epping Forest Sixth-Form Consortium (Scrutiny of External Organisation)	Carried forward from reserve work programme for 2017/18 and 2018/19. Placed back on Reserve Work Programme by OSC on 22-Jun-20.	(PICK submission) To review the progress of the Sixth Form Consortium established in September 2015. Scope/focus of scrutiny activity and appropriate lines of questioning to be agreed if/when added to ongoing work programme;

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**Stronger Communities Select Committee
Work Programme 2020/21
Chairman: Councillor D Sunger**

No.	Item	Meeting Date	Progress and Comments	Programme of Meetings
1.	Presentation from the Loughton based group GROW Community Garden who help people who are socially isolated	21 July 2020	Organised by Cllr D Wixley Completed	21 July 2020 15 September 2020 14 January 2021 30 March 2021
2.	Impact of Covid-19 on EFDC's Housing Communities	21 July 2020	Deborah Fenton Completed	
3.	"What are our customers telling us?"	Q1 - 21 July 2020 Q2 - 14 January 2021 Q3 - 30 March 2021 Q4 - 2021/22	Quarterly report of customer satisfaction and feedback Q1 - Completed	
4	Health and Wellbeing Strategy – To consider outcomes for the district	21 July 2020	Fabrizio Ferrari / Gill Wallis Completed	
5.	Universal Credit and its impact on our customers and services	15 September 2020 30 March 2021	Initial findings and recommended actions from the officer working group 6 monthly report Rob Pavey	
6.	Customer Service Strategy	15 September 2020 30 March 2021	Update on Key objectives 6 monthly report	

7.	Six-month report on the work of the Council-funded Police Officers	15 September 2020 30 March 2021	Caroline Wiggins	
8.	Digital Inclusion	14 January 2021	Report on project progress and future strategy	
9.	Rough Sleepers	14 January 2021	Progress report on how the Council has been helping those individuals sleeping rough within the District.	
10.	Presentation from the District Police Commander	14 January 2021	Annual Report	
11.	Community Safety Partnership annual report and review of the district Strategic Intelligence Assessment	30 March 2021	Annual Report	
12.	Data insight led review of customer service outlets	30 March 2021	Report to deferred until the next municipal year. Options and recommendations for short, medium and long-term options	
13.	Service reviews as a result of performance concerns	TBC		

**Stronger Council Select Committee
Work Programme 2020/21
Chairman: Councillor P Bolton**

No.	Item	Deadline	Progress and Comments	Programme of Meetings	Lead Officers
1.	Corporate Plan Action Plan (KPI's by exception) – performance scrutiny	Corporate Action Plan KPI's, Q1 Apr, May, Jun – 14 July 2020 meeting Q2 Jul, Aug, Sept – 13 Oct 2020 meeting Q3 Oct, Nov, Dec - 19 Jan 2021 meeting Q4 Jan, Feb, Mar – 13 Apr 2021 meeting Live system reporting – by exception. No pre- distributed reports, projection of live data on the night.		14 July 2020 13 October 2020 19 January 2021 13 April 2021	Louise Wade
2.	People Strategy	14 July and 13 October 2020 – 19 January 2021 & 13 April 2021 Project reporting, issues focussed.			Paula Maginnis Jo Budden
3.	Digital Enablement	Prioritisation of Council Technology strategy. Outcome focussed 19 January 2021			Paula Maginnis Maryvonne Hassall

4.	Accommodation	14 July and 13 October 2020 - Project reporting, issues focussed			Louise Wade Victoria Wright
5.	Financial Issues Paper	14 July 2020 Scrutiny of MTFS 20/21 onwards	Revenue and Capital Outturn report went to October 2020 meeting.		Andrew Small Christopher Hartgrove
6.	Draft budget scrutiny	2021/22 budget setting 19 January 2021	Budget Monitoring Report went to October 2020 meeting		Andrew Small
7.	Asset Management Strategy	Council asset strategy (new)	Approved by the Cabinet 13/06/19 and referred to Council 30/07/19 for adoption.		Andrew Small
8.	Review of Polling Places, Polling Districts & Polling Stations	July 2020			Gary Woodhall
9.	Review of Local Elections 2019	October 2020			

**Stronger Place Select Committee
Work Programme 2020/21
Chairman: Cllr R Bassett**

Stronger Place Corporate Programme Alignment focuses on corporate objectives and our response to Covid-19 recovery.

No.	Item	Deadline	Progress and Comments	Programme of Meetings
1.	Covid-19 – Place	July 2020	COMPLETED - To include reference to: (a) Business support – grant (b) Safer spaces (c) General economic measures and support (d) Local economic business recovery	9 July 2020 29 Sept 2020 12 Jan 2021 29 March 2021
		September 2020	COMPLETED (a) Covid-19 recovery update (b) Safer place (c) Current statistics	
		January 2021	(a) Covid-19 recovery update	
2.	Economic Development: Growth/skills/employment programme	September 2020	DEFERRED to January 2021 (a) Local economic business recovery and resources	
		January 2021	(a) Local economic business recovery and resources (b) Economic improvements (c) Town centre regeneration (d) Digital enablement and gateway	
3.	North Weald Airfield Masterplan Local Plan – update (previously)	July 2020	COMPLETED - To include: (a) Progress / update	
		July 2020	(a) Local Plan progress report including Garden Town and Latton Priory (b) Green Infrastructure consultation update	
	Planning Development and Improvement programme	September 2020	COMPLETED (a) Local Plan progress report	
		January	(a) Local Plan progress report (b) Green Infrastructure Strategy (c) North Weald Airfield Masterplan progress report	
4.	Climate Change (previously)	July 2020	COMPLETED (a) Climate Change and Sustainable Travel update including recruitment (b) Update on tree planting initiatives	

	District Sustainability programme	September 2020	COMPLETED (a) Draft Sustainability Guidance for the District and Harlow Garden Gilston Town
		January 2021 (tbc)	
5.	Epping Town sites (previously)	July 2020	COMPLETED - Progress / update
	Town Centre Development	September 2020	(a) Progress Report (re. Council as the landowner)
		January 2021 (tbc)	(a) Leisure Management Contract - performance and progress update (b) Waste Management Contract - performance and progress update
6.	Sheltered Housing Review (previously)	July 2020	COMPLETED - Report and update
	Community Health and Wellbeing Programme	September 2020	COMPLETED - (a) Service charges review
		January 2021	(b) Sheltered Housing
7.	Council Housebuilding programme	July 2020	COMPLETED - Provide plan for 2020/21
		September 2020	COMPLETED - (a) Council housebuilding progress report (and link to creating Great Places programme)
		January 2021	Draft Housing Revenue Account (HRA) Capital Programme 2021/22 to 2025/26

LOCAL HIGH STREETS TASK & FINISH PANEL

TERMS OF REFERENCE

Origin

At its meeting on 19 November 2019, the Overview and Scrutiny Committee agreed the establishment of a Task and Finish Panel to support the forthcoming review of the future of local high streets in the Epping Forest District.

Terms of Reference

- (1) That the Panel consider the current performance of local high streets and review evidence of changing demands and opportunities.
- (2) That the Panel consider:
 - (a) the changing nature of retail spend and impact on the district's current offer;
 - (b) government initiatives to support the resourcing and evolution of the High Street offer;
 - (c) the outcomes of national reviews and policy recommendations;
 - (d) the evidence from local and national organisations on their perspectives on the issue;
 - (e) surveys of occupation/vacancies in High Streets in the district and responses to consultation events such as the Economic Stakeholder Conference;
 - (f) formulating a series of recommendations for action by the council and other major stakeholders to enable the continued success and diversity of the district offer; and
 - (g) other relevant matters related to the review of future High Street success on the basis of the evidence reviewed.

Aims and Objectives:

- (1) To report findings to the Overview and Scrutiny Committee and to submit final recommendations for consideration by the Committee.
- (1) To gather evidence and information in relation to the terms of reference through receipt of data, presentations and other means considered necessary; and
- (2) To have due regard to relevant legislation and the Overview and Scrutiny rules of the Constitution (Article 6).

Timescales

- (1) To agree membership of the Panel at the meeting of the Overview and Scrutiny Committee to be held on 28 January 2020;

S. Tautz (20.11.19)

- (2) To agree the Terms of Reference of the Panel at the meeting of the Overview and Scrutiny Committee to be held on 28 January 2020;
- (3) To hold the first meeting of the Panel during February 2020;
- (4) To undertake analysis of relevant data and relevant site visits by the end of March 2020;
- (5) To consider draft outcomes and recommendations to be made to the Overview and Scrutiny Committee by 30 June 2020;
- (6) To regularly report progress to the Overview and Scrutiny Committee and to submit final recommendations for consideration by the Committee by 30 June 2020.

Commencement:

The work of the Task and Finish Panel should commence as soon as possible.

Completion:

The final recommendations of the Task and Finish Panel with regard to the future of town centres will be presented to the Overview and Scrutiny Committee by 30 June 2020.