



CABINET
Wednesday, 15th April, 2020

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

Council Chamber, Civic Offices, High Street, Epping
on **Wednesday, 15th April, 2020**
at **7.00 pm** .

G. Blakemore
Chief Executive

Democratic Services
Officer

A. Hendry (Democratic Services)
Tel: (01992) 564246
Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors C Whitbread (Leader of the Council & Leader of the Conservative Group) (Chairman), S Stavrou (Deputy Leader and Business Support Services Portfolio Holder) (Vice-Chairman), N Avey, N Bedford, A Lion, A Patel, J Philip, S Kane and H Whitbread

PLEASE NOTE THAT THIS MEETING WILL BE RUN AS A VIRTUAL MEETING AND IS OPEN TO ALL MEMBERS TO ATTEND REMOTELY.

JOINING INSTRUCTIONS FOR THIS MEETING WILL BE SENT TO ALL MEMBERS NEARER THE MEETING DATE.

1. WEBCASTING INTRODUCTION

This meeting is to be webcast and Members are reminded of the need to activate their microphones 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 and will be capable of subsequent repeated viewing, with copies of the

recording being made available for those that request it.

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

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

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

2. APOLOGIES FOR ABSENCE

To be announced at the meeting.

3. DECLARATIONS OF INTEREST

To declare interests in any item on this agenda.

4. MINUTES (Pages 7 - 14)

To confirm the minutes of the meeting of the Cabinet held on 6th February 2020.

5. REPORTS OF PORTFOLIO HOLDERS

To receive oral reports from Portfolio Holders on current issues concerning their Portfolios, which are not covered elsewhere on this agenda and a verbal update on the Coronavirus situation.

6. PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

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

(a) Public Questions

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

(b) Requests to Address the Cabinet

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

7. OVERVIEW AND SCRUTINY

To consider any matters of concern to the Cabinet arising from the Council's Overview and Scrutiny function and to identify any matters that the Cabinet would like the Overview and Scrutiny Committee to examine as part of its work

programme.

8. ASSET MANAGEMENT AND ECONOMIC DEVELOPMENT CABINET COMMITTEE - 16 JANUARY 2020 (Pages 15 - 18)

(Commercial and Regulatory Services Portfolio Holder) to consider the attached minutes from the meeting of the Asset Management and Economic Development Cabinet Committee, held on 16 January 2020, and any recommendations therein.

9. FINANCE AND PERFORMANCE MANAGEMENT CABINET COMMITTEE - 23 JANUARY 2020 (Pages 19 - 28)

(Business Support Services Portfolio Holder) to consider the attached minutes from the meeting of the Finance and Performance Management Cabinet Committee, held on 23 January 2020, and any recommendations therein.

10. NURTURING GROWTH - DELIVERING AN ECONOMIC DEVELOPMENT PLAN (Pages 29 - 70)

(Community & Partnership Services) To consider the attached report (C-037-2019-20).

11. ICT STRATEGY (Pages 71 - 92)

(Customer Services) To consider the attached report (C-039-2019-20).

12. HARLOW AND GILSTON GARDEN TOWN DRAFT HEALTHY TOWN FRAMEWORK (Pages 93 - 136)

(Planning Services) To consider the attached report (C-033-2019-20).

13. IMPLEMENTATION OF THE LOCAL PLAN: UPDATE ON PROGRESS (Pages 137 - 162)

(Planning Services) To consider the attached report (C-034-2019-20).

14. GREEN INFRASTRUCTURE STRATEGY (Pages 163 - 250)

(Planning Services) To consider the attached report (C-035-2019-20).

The Draft Strategy can be found here:

<https://rds.eppingforestdc.gov.uk/documents/b22518/Background%20Paper%20to%20item%2014%2026th-Mar-2020%2019.00%20Cabinet.pdf?T=9>

15. CHRISTMAS - NEW YEAR ARRANGEMENTS (Pages 251 - 264)

(Strategic Projects) To consider the attached report (C-036-2019-20).

16. COMMUNITY INTEREST COMPANY (Pages 265 - 276)

(Leader) To consider the attached report (C-040-2019-20).

17. COUNCIL OWNED SITES - SALE OF ASSETS TO QUALIS COMMERCIAL (Pages 277 - 290)

(Leader) To consider the attached report (C-041-2019-20).

18. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 24 of the Council Procedure Rules contained in the Constitution requires that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

19. EXCLUSION OF PUBLIC AND PRESSExclusion

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

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

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

Background Papers

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

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

information and in respect of executive reports, the advice of any political advisor.

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

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EPPING FOREST DISTRICT COUNCIL CABINET MINUTES

Committee: Cabinet **Date:** 6 February 2020

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 7.47 pm

Members Present: C Whitbread (Chairman), N Bedford, A Lion, A Patel, J Philip, S Kane and H Whitbread

Other Councillors: R Bassett, P Bolton, R Brookes, I Hadley, H Kauffman, C McCredie, R Morgan, S Murray, C P Pond, M Sartin, D Stocker and J M Whitehouse

Apologies: S Stavrou and N Avey

Officers Present: G Blakemore (Chief Executive), N Dawe (Interim Strategic Director & Chief Finance Officer), S Jevans (Interim Strategic Director), A Hendry (Democratic Services Officer), S Kits (Social Media and Customer Services Officer), J Leither (Democratic Services Officer) and P Seager (Chairman's Officer)

88. WEBCASTING INTRODUCTION

The Leader of Council made a short address to remind everyone present that the meeting would be broadcast live to the internet, and would be capable of repeated viewing, which could infringe their human and data protection rights.

89. APPOINTMENT OF VICE CHAIRMAN

In the absence of the Vice Chairman, Councillor Bedford was appointed Vice Chairman for the duration of the meeting.

90. DECLARATIONS OF INTEREST

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

91. MINUTES

RESOLVED:

That the minutes of the meeting of the Cabinet held on 6th January 2020 be taken as read and signed by the leader as a correct record.

92. REPORTS OF PORTFOLIO HOLDERS

Councillor Bedford reported that he had attend the Police and crime Commissioners meeting where the agreed budget as announced. The police precept would be increased by 2.94% and the Fire precept would be increased by 1.99%.

Councillor H Whitbread noted that the opening of 'Joan Davis House' had been confirmed for Friday 13 March 2020.

93. PUBLIC QUESTIONS AND REQUESTS TO ADDRESS THE CABINET

The Cabinet noted that no public questions or requests to address the Cabinet had been received for consideration at the meeting.

94. OVERVIEW AND SCRUTINY

The Chairman of the Overview & Scrutiny Committee reported that the following items of business had been considered at its meeting held on 28 January 2020:

(a) They had received a presentation from two officers from Essex County Council's Adult Social Care Department they gave them an overview of their work within the Epping District area, covering work they did with vulnerable adults, those with learning difficulties and the importance of early intervention when dealing with people suffering with dementia.

(b) They also considered a draft protocol for the co-option of non-elected members to O&S Committees and agreed this should be referred to the Constitution Working Group.

(c) They agreed the membership and Terms of Reference of the new Task and Finish Panel looking at the current situation around our High Streets.

(d) At their next meeting in March they would be receiving a presentation from the Youth Council and have representatives from the West Essex CCG and the Essex Partnership University NHS Foundation Trust attending to talk about and answer questions on the provision, planning, management and performance of Mental Health Services within our district.

95. COUNCIL HOUSEBUILDING CABINET COMMITTEE - 19 DECEMBER 2019**DECISION:**

The Cabinet noted and agreed the minutes of the Council Housebuilding Cabinet Committee meeting of 19 December 2019.

96. GROUP COMPANY GOVERNANCE DOCUMENT

The Interim Strategic Director introduced the report on Group Company Governance Documents. She gave a short presentation based on the presentation given by the legal advisors 'Penningtons' on the Council Group Company Governance on 3rd February 2020. The full presentation can be found at:

<https://rds.eppingforestdc.gov.uk/documents/g10423/Public%20reports%20pack%2007th-Feb-2020%2014.33%20Bulletin.pdf?T=10>

It was noted that in order to ensure that there was effective governance of the Council Group Companies there was a requirement to put in place several key documents to provide the framework for control of decision making, levels of authority and powers of delegation. The Shareholder agreement set out the matters that the Directors of the relevant company could not undertake without the express consent of the Council specified body. This report covered the draft Shareholder Agreement including the 'reserved matters' schedule, the guidance on Directors' Roles/Responsibilities, and the Terms of Reference for Board meetings.

It was proposed that the composition of the Board be made up of a combination of Council Officer Appointees, Council Members (pro-rata) and Independent Non-

Executives. The paper set out the selection and recruitment process of the Group Board and the Qualis Managing Director.

The Qualis Group and subsidiaries would move from the governance of an EFDC Group Steering Board (Membership: Cllr S Stavrou, Cllr A Patel and Cllr H Whitbread, Cllr B Jennings, CEO Georgina Blakemore and Qualis Lead Sacha Jevans) to a formal company structure with Board Directors both Executive and Non-Executive but with approvals on key and significant matters being retained by EFDC.

An Interim Board appointed by Cabinet would operate in order to ensure Qualis delivers on the commitments made to EFDC embedded within the 20/21 Budget.

Members will be pro-rata represented (currently 2 Conservative, 1 LRA). The two conservative members would be Councillors Philip and Avey. The LRA member was still to be nominated.

Councillor S Kane commented that he was fully supportive of this but did have some reservations on the governance, openness and transparency. He asked how the process of appointing the temporary board would differ from appointing the final board and would the councillors elected on the interim board have an unfair advantage over the other candidates going for the full board. He was told that the initial interim board was to be pro-rated with two conservative and one LRA Councillor. The full board would be subject to an open interview upon application by a top-level interview panel. Councillor Kane then asked what if we did not find three councillors with suitable qualifications for the full board and questioned the public perception of having three elected members being appointed. He would prefer to see no elected members as members of the board, but have an elected member work alongside the gatekeeper, making this a dual role of one officer and one member. He was told that the interim board would show up any initial problems with the public perception or operation with councillors on it. The important thing was that this was a commercial entity and could not be run as a committee. They would look at and review this set up after six months. However, councillors would know what this council needed. But nothing was settled at this stage and this was just for setting up the interim board.

Councillor Jon Whitehouse noted that the remuneration for the board members amounted to several hundred thousand pounds per year, although the table was unclear on this. Was there a danger of double counting here as some of the company's functions were existing council functions and were financed at that level. The views of the council's remuneration panel should be taken into account on councillors as board members, and also, we have executive officers being appointed to do work effectively on behalf of the council and that should be considered.

Councillor Philip noted that the company was separate from the council. They would be acting as directors of the Qualis group and that would be the primary objective, acting with all the responsibilities you would have as a non-executive director of a company. There would also be a company secretary in place to keep them right from a legal point of view when operating as the interim or full board. It was a separate role from the council role.

Councillor Patel asked the about the ability for the company to offer land to a community-based group or maybe reduce the rent for them, would it be possible for them to do this. And, could we create a registered charity through the Qualis group. Nick Dawe said that they could do this as long as it was appropriate use and had been properly evaluated. And one of the terms of the Qualis Group was that it be a

community interest company, i.e. a charity, for charitable purposes yet to be determined.

As for the allowances mentioned by Councillor Jon Whitehouse, he confirmed that they were benchmarked and related to the scale of the organisation and the complexity of the job and were also cross referenced to other payments made to public bodies.

Councillor Bassett asked for clarification on what would happen if the Qualis board wanted to do something that was against EFDC policy or not what we would like to happen. He was told that there would be district councillors on that board, and they would have to agree to each business case put forward.

Councillor Hadley asked if the review of an annual business case was enough. He was told that the business case was reviewed annually as it laid down overall objectives for the organisation, but there would also be monthly and quarterly reports; and the authority would have the right to access the books of the company at any time. Councillor Philip added that they were intending to bring the one-year business case to the next cabinet meeting to be reviewed.

Councillor Bassett asked who the voting members on the board would be. He was told that it would be the whole board.

Councillor Hadley noted that the Qualis Board could give charitable donations up to £50,000 without referring upwards. Where did this figure come from as it seemed rather high? He was told that it came from general custom and practice. It was noted that in their first years there may not be any space for significant charitable donations. They did not know yet what the right level would be, and it was suggested that the interim board initially review this.

DECISION:

- (1) The Cabinet approved the Qualis Group Shareholder Agreement.
- (2) The Cabinet noted the Directors Roles and Responsibilities.
- (3) The Cabinet noted the terms of reference for the Qualis Group Board Meetings.
- (4) The Cabinet approved the selection and recruitment process for Group Board Members.
- (5) The Cabinet appointed the Interim Board on the recommendation of the Leader in consultation with the LRA Group Leader and operate in accordance with the Shareholder Agreement.

Reasons for Proposed Decision:

It is a requirement the Council ensure that the appropriate governance documents are in place for the commencement of operational activity/trading within the Group Company Structure.

Other Options for Action:

The operation of the new Group Company Structure would not proceed without the correct governance arrangements in place to ensure the effective management and control of decision making between the Council and its companies.

97. COUNCIL'S BUDGET REPORT

In the absence of the Business Services Portfolio Holder, the Leader of the Council introduced the draft budget report for the coming year. He noted that these papers had not significantly changed since members had last seen these reports in January 2020. They were being kept under review by officers and would be updated as and when necessary before they went to full Council at the end of February.

It was important to note that EFDC would continue to have a strong financial performance and balance sheet and importantly the usable reserves would still be running in excess of 25% including in the current Treasury Strategy.

He drew attention to the following: the general economic outlook was for a continuation of moderate growth, with the possibility of inflationary pressures breaching 3% this year. Also, this year costs would be assumed to increase with inflation.

This budget had been put together taking into account the recent management and staff restructuring exercise. Also, funds have been set aside for climate change and emergencies.

It was the intention to keep the Council's balance sheet strong. The Council Tax increase for the coming year was currently anticipated to be 1.5%, half the rate of inflation.

Councillor Philip proposed a modification to recommendation 3 in the absence of the Business Services Portfolio Holder. This recommendation was for the Leader in consultation with this Portfolio Holder and the 151 officer. Should this be changed from the Business Services Portfolio Holder to someone else and it be reported back to Council and not to the Cabinet. It was agreed that this recommendation be altered to read:

"3. Allowed for this level of final change before presentation of the Financial Strategy to the Full Council in February adjustments with a cumulative net impact of £500,000 could be made on the direction of the Leader in consultation with the Portfolio Holder for Planning and the Section 151 Officer and reported back to the Council;"

He also noted that the wording should be changed so that the Cabinet not agree the Council Tax increase but recommend it to full Council. This was also agreed by the meeting.

Councillor Jon Whitehouse asked when would members get the final budget figures so that they had time to properly consider it before they made a decision at Council. He was told that the full papers would go out with the Council agenda by the end of next week. Councillor Whitehouse asked if in future years members could have the full papers at this Cabinet meeting and not at the last moment, he was told that yes, they would be available earlier.

Councillor Bassett asked about the Council's loans and long-term assets (page 109 of the agenda) what happens to Qualis' figures would they be reflected in here or would they be produced in a different way. He was told that Qualis was a separate legal entity and would account for things in its own way, separately from the Council and its account.

Councillor Brookes wondered if a 1.5% increase in Council Tax was enough and would we be going into the reserves a bit too much. The Leader said that he did not think we were going to far into the reserves, the Council had a good strong balance sheet. This increase would facilitate the three Police officers the Council financed and would also enable us to bring back the Highway Rangers into Epping Forest, with some capital funding.

DECISION:

The Cabinet:

1. noted that the Financial Strategy of the Authority had been further developed and consisted of four linked papers. The papers and figures were subject to final review because of Government announcements and final due diligence;
2. noted the current reports reflected the suggestions of Cabinet and Members in general made in early January, later and better information, minor presentation improvements and the inclusion of a summary balance sheet statement;
3. allowed for this level of final change before presentation of the Financial Strategy to the Full Council in February adjustments with a cumulative net impact of £500,000 could be made on the direction of the Leader in consultation with the Portfolio Holder for Planning and the Section 151 Officer and reported back to the Council; and
4. noted that adjustments to the papers with a value more than £500,000 were brought back to the Cabinet.

Paper A, Medium Term Financial Strategy

The Cabinet:

1. approved the approach set out in the Medium-Term Financial Strategy, particularly in respect of inflation of cost and charges and fees and the aim to maintain the financial strength of the Authority as evidenced by reserve balances; and
2. supported the increase in the importance of the income from Qualis in respect of the medium-term financial strategy and the budget.

Paper B, Budget 2020/21

The Cabinet:

1. approved the 2020/21 budget in outline and confirmed the approach to cost and income inflation at 3.0%, noting that rents would rise per the national formula at 2.7% and car parking income would not rise at all pending the outcome of the review;
2. approved the 2020/21 budget in outline and confirmed the list of developments for which funding would be released on implementation;
3. approved the general and HRA capital spend of £26,119,250 in total;
4. approved the loans to Qualis that with total up to £120m in 2020/21 as set out in the report; and
5. approved the 2020/21 budget in outline and confirmed that the overall funding adjustments for the District Development Fund and savings and contingency were as set out, i.e. a net draw from DDF of £846,660 (£2m forecast last year), £500,000 of savings, the formation of a contingency fund assumed spent of £1,095,540.

Paper C, Prudential Indicators

The Cabinet:

1. noted the intent of keeping the financial strength of the Authority at current levels;
2. noted the impact of taking loans and onwardly granting loans to Qualis with a margin of profit for the Authority;
3. noted the general risk price approach to the loans granted to Qualis; and
4. noted that the full set of prudential indicators along with the treasury strategy would be taken to the Full Council in February.

Paper D, Council Tax Increase

The Cabinet:

1. to recommend the council tax increase of 1.5% (half the predicted inflation rate) for 2020/21 to full Council; and
2. noted that in 2021/22 the options to cease or reduce council tax rates exists (though the Government expectation on what should be raised from council tax should be noted).

Reasons for Proposed Decisions:

The Budget was a statutory requirement for the Council.

Other Options for Action:

N/A.

98. ANY OTHER BUSINESS

It was noted that there was no other urgent business for consideration by the Cabinet.

CHAIRMAN

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EPHING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Asset Management and Economic Development Cabinet Committee **Date:** Thursday, 16 January 2020

Place: Council Chamber - Civic Offices **Time:** 7.00 - 7.12 pm

Members Present: Councillors N Bedford (Chairman), N Avey, S Kane and J Philip

Other Councillors: -

Apologies: A Patel and S Stavrou

Officers Present: J Nolan (Service Director (Commercial & Regulatory Services)), J Houston (Strategic Partnership Specialist and Economic Lead), G Woodhall (Senior Democratic Services Officer), J Leither (Democratic Services Officer) and D Haslam (Economic Development Assistant)

Also in attendance: -

17. ELECTION OF CHAIRMAN

In the absence of the Chairman, who had tendered his apologies, the Senior Democratic Services Officer requested nominations for the role of Chairman for the meeting.

Resolved:

- (1) That Councillor N Bedford be elected Chairman for the duration of the Cabinet Committee meeting.

18. WEBCASTING INTRODUCTION

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

19. SUBSTITUTE MEMBERS

The Cabinet Committee noted the following substitutions:

- (a) Councillor J Philip for Councillor S-A Stavrou; and
- (b) Councillor S Kane for Councillor A Patel.

20. DECLARATIONS OF INTEREST

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

21. MINUTES

Resolved:

- (1) That the minutes of the meeting held on 10 October 2019 be taken as read and signed by the Chairman as a correct record.

22. ASSET MANAGEMENT DEVELOPMENT PROJECTS - PROGRESS REPORT

The Service Director for Commercial & Regulatory Services presented a progress report on a number of major projects that the Council was managing which involved its property assets.

The Service Director highlighted the following points:

- (a) Roof leaks had been continuing at the Epping Forest Shopping Park, and an independent roof survey had stated that this was due to incorrect installation. The Section 278 highways works had been signed off by the County Council, and funding had been approved to undertake a study into the car park arrangements at the site.
- (b) A structural issue had arisen in one area of the Oakwood Hill Industrial Estate, which was being reviewed by the Facilities team.
- (c) Pyrles Lane Nursery was currently under offer to be sold to Durkan Developments, and the existing Nursery was due to relocate to the depot at Town Mead by the end of June 2020.
- (d) Initial design work had now been completed for the St John's Road site in Epping, and Cabinet had agreed to transfer the site to Qualis Commercial, subject to a full business case being agreed by the Cabinet.
- (e) Work had commenced on the Master Plan for land at North Weald Airfield, and negotiations had resumed with the Essex & Herts Air Ambulance Trust. A meeting had been held with Saunders Market, who would be providing the Market in future, to discuss their additional requirements; Saunders was now reviewing the position.
- (f) For the Landmark Building in Loughton, leases had been agreed for six of the units, however there had been little interest up to now in the seventh unit. For the unit occupied by the Mediterranean Restaurant, Environmental Health Officers were liaising with the tenant to resolve noise and odour issues.
- (g) The site at Roundhills had been fenced off and access points blocked. The Cabinet had also decided to transfer this site to Qualis Commercial, subject to a full business case being agreed by the Cabinet.

Councillor S Kane highlighted that the car parking at the Epping Forest Shopping Park had been discussed at the recent meeting of the Local Highways Panel. The Service Director stated that the review was due to start in a few weeks, and would be examining how to prevent the use of the car park by non-shoppers, but the primary focus would be on the traffic flows within the car park as there was only one entrance and one exit. The reconfiguration of the car park would be examined and a report would be compiled in due course. Councillor S Kane suggested that the entrance should be as far away from the junction as possible to alleviate traffic congestion; the Service Director reassured the Cabinet Committee that a possible new entrance at

the Seedbank Centre would be examined, which would be further away from Langston Road.

In response to other questions from the Cabinet Committee, the Service Director stated that it was intended to submit the Master Plan report for North Weald Airfield to the Cabinet in June. The development at Roundhills in Waltham Abbey could be progressed relatively quickly, and it was intended to start work after the governance arrangements for the Qualis group of companies had been finalised.

Resolved:

- (1) That the progress made to date with the Council's Asset Management & Development projects be noted.

Reasons for Decision:

To comply with the Cabinet Committee's previous request to monitor the development of the Council's property assets on a regular basis.

Other Options Considered and Rejected:

None, as the report is for information only.

23. ECONOMIC DEVELOPMENT - PROGRESS REPORT

The Strategic Partnership Specialist presented an update report to the Cabinet Committee on a number of projects and issues being explored by the Economic Development Team.

The Strategic Partner Specialist informed the Cabinet Committee of the latest developments on the Economic Strategy. The draft Strategy had been a key theme of the Chairman of Council's annual Business Networking event on 28 November 2019, as well as the Tourism Conference on 5 December 2019; it also had formed an element of the presentation to the Youth Council on 10 December 2019. The consultation period for the Economic Strategy had closed on 16 December 2019, and the responses were being collated for use in shaping the final Strategy, which would be presented to the Cabinet for approval in March 2020. A number of events had also been organised to support the discussion paper '*Nurturing Growth*', including the Economic Stakeholder Conference on 13 November 2019.

The Strategic Partnership Specialist reported that work was continuing on the Digital Innovation Zone (DIZ) Local Full Fibre Network Project to progress it through the DCMS Assurance process; the project had reached the '*Ready to Procure*' stage. A presentation had been delivered to the LGA Annual Digital Showcase on 4 November 2019, and further opportunities for the DIZ to work more closely with the Local Government Association and assist other Councils with their own digital innovation had been discussed. The DIZ was involved with the delivery of the '*Be Part of the Next Generation of Digital Adoption*' conference at the BT Tower on 25 February 2020, which would cover technology, infrastructure, investment and skills. The Council had also had an application to the Digital Declaration Programme approved by the Ministry of Housing, Communities and Local Government, which had centred on two projects – the DIZ Common Asset Register project and the EFDC Citizens Online project. Finally, the 'Digital First' internal working group had been established to promote the use of technology within the Council and maximise the opportunity for shared developments.

The Strategic Partnership Specialist stated that the Annual Tourism Conference on 5 December 2019 had been successful, and a cross border team was being established to prepare a bid for the Government's new Tourism Zone programme. The '*Visit Epping Forest*' website continued to develop, and had recorded its busiest autumn day on 5 November 2019 promoting organised fireworks display events across the District.

In respect of the Green Arc initiative, the Cabinet Committee was reminded that Climate Emergency Champions had been appointed by the Council, and discussions with external organisations to resource a major new planting programme had been positive. In addition, a Green Arc stakeholder conference was planned for March 2020, to develop actionable priorities for the initiative in the future.

In response to questions from the Cabinet Committee, the Strategic Partnership Specialist announced that the DIZ Local Full Fibre Network Project, having passed the '*Ready to Procure*' stage, was now ready to activate the work to physically insert the broadband fibre cables in the ground. In respect of the DIZ Common Asset Register project, the data submission exercise was now complete and the DIZ team was looking to leverage additional resources to progress the project and have something in place by the middle of the summer.

Resolved:

- (1) That the progress made by the Economic Development Team with their current initiatives be noted.

Reasons for Decision:

To appraise the Cabinet Committee on the progress made with economic development issues.

Other Options Considered and Rejected:

None, as the report was for information only.

24. ANY OTHER BUSINESS

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

25. EXCLUSION OF PUBLIC AND PRESS

The Cabinet Committee noted that there was no business which necessitated the exclusion of the public and press from the meeting.

CHAIRMAN

EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Finance and Performance Management Cabinet Committee **Date:** Thursday, 23 January 2020

Place: Council Chamber - Civic Offices **Time:** 7.00 - 7.31 pm

Members Present: Councillors J Philip, C Whitbread (Chairman), S Kane and A Lion

Other Councillors: Councillors N Bedford and I Hadley

Apologies: S Stavrou and H Whitbread

Officers Present: A Hendry (Senior Democratic Services Officer), P Maginnis (Service Director (Business Support Services)), J Nolan (Service Director (Commercial & Regulatory Services)) and R Perrin (Democratic Services Officer)

28. Webcasting Introduction

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

29. Substitute Members

The Committee noted that Councillor A Lion would substitute for the Councillor H Whitbread for the duration of this meeting.

30. Declarations of Interest

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

31. Minutes

RESOLVED:

That the minutes from the meeting held 14 November 2019 were read and signed as a correct record by the Chairman.

32. Finance Strategy

The Interim Strategic Director (Finance), N Dawe introduced a report on the draft financial strategy for 2020/21 which included;

- the Medium-Term Financial Strategy of the Authority;
- the Budget for 2020/21;
- Prudential Indicators; and
- the proposed Council Tax Increase.

These items were linked and formed around the aim of delivering a sustainable growth strategy and acting prudently throughout the future planning period. The final

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figures were awaiting the Governments announcements and allowed for a cumulative net impact of £500,000 on the direction of the Leader and in consultation with the Portfolio Holder for Finance and the Section 151 Officer. Any adjustments that required a value more than £500,000 would be brought back to the Cabinet before being agreed by the Council on 25 February 2020.

The Interim Strategic Director gave further details on the following elements of the Financial Strategy;

Medium Term Financial Strategy

- The prudent estimates in the Medium Term Financial Strategy, particularly in respect of inflation of cost, charges and fees, and the aim to maintain the financial strength of the Council had been evidenced by the reserve balances and would be broadly maintained throughout the MTFS period; and
- There would be an increased importance on the income from Qualis in respect of the MTFS and the budget.

Budget 2020/21

- That the approach to cost and income inflation would be 3.0%;
- That rents would increase as per the national formula by 2.7%;
- That car parking income would not rise and awaited the outcome of the parking review;
- That there was a confirmed list of developments for which funding would be released on implementation, with details on how they would be prioritised and grouped;
- That the General and HRA capital spend was £26,171,528 with the Council House Building Programme and the Accommodation Strategy being the largest projects planned;
- That the loans to Qualis totalled up to £160m in 2020/21, which were reliant on income from Qualis and the prudent reduction of the estimates in the first year of operation; and
- That the overall funding adjustments for District Development Fund (DDF), savings and contingency were a net draw from DDF of £1,774,906 (£2m forecast last year), £500,000 of savings and the formation of a contingency fund which assumed a spend of £1,095,540.

Prudential Indicators

- That the Council intended keeping the financial strength of the Council at current levels;
- That the impact of taking and granting loans to Qualis would have a margin of profit for the Council;
- That there was a general risk price approach to the loans granted to Qualis; and
- That the full set of prudential indicators along with the Treasury Strategy would be presented to the Full Council on 25 February 2020.

Council Tax Increase

- That council tax would increase by 1.5% which was half of the predicted inflation rate for 2020/21; and
- That the options to cease or reduce council tax rates existed although there was an accepted Government expectation on what should be raised from council tax.

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There would be further minor adjustments made in the coming weeks before the budget was put to the Council for approval on 25 February 2020. Furthermore, the balance sheet for the MTFs would be made available shortly, as there had been significant changes expected in asset ownership, loans and other balance sheet items before it was present to Council.

Councillor J Philip commented that under Efficiency, Effectiveness and Economy in the MTFs, clarification was required, as it appeared to suggest savings generated through a reduction in staff, rather than efficiencies and that it should read a minimum of 0.25%. Secondly, he felt that under Income- Housing Rents, it should be noted that the Council had only increased the housing rents by CPI and not CPI plus 1%. The Interim Strategic Director confirmed that the staff efficiencies had already occurred and that the Council had only applied the CPI following discussions with officers and members, which could be highlighted in the report to Council.

Councillor A Lion asked how the Council would be dealing with the general risk of the downturn in the High Street economy. The Interim Strategic Director advised that the Council was awaiting details from the national budget and if there was a major change, it would be expected that there would be some sort of compensatory system.

The Interim Strategic Director advised that in conclusion, the budget had been achieved through the changes to the staff and management structure, the proposed developments that were inline with the Corporate Plan and the income receipts from Qualis being linked to developments. Therefore the more successful Qualis was, the more developments would be produced.

RESOLVED:

The Committee noted the following;

1. That the Financial Strategy of the Council had been further developed and consisted of the MTFs, the Budget 2020/21, the Prudential Indicators and the Council Tax, which would be subject to Government announcements and final due diligence;
2. That the Financial Strategy allowed for controlled changes as a result of receiving later and better information, i.e. they allow for this level of final change before presentation of the Financial Strategy to the Full Council on 25 February 2020, adjustments with a cumulative net impact of £500,000 could be made on the direction of the Leader in consultation with the Portfolio Holder for Finance and the Section 151 Officer and would be reported back to the Cabinet; and
3. That any adjustments to the papers with a value more than £500,000 would be brought back to the Cabinet.

In regards to the Medium Term Financial Strategy;

- (i) The prudent estimates in the Medium Term Financial Strategy, particularly in respect of inflation of cost and charges and fees and the aim to maintain the financial strength of the Council as evidenced by reserve balances were broadly maintained throughout the period; and
- (ii) That there was an increased importance of the income from Qualis in

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respect of the Medium Term Financial Strategy and the budget.

In regards to the Budget 2020/21

- (i) That the approach to cost and income inflation would be 3.0%, rents would rise per the national formula by 2.7% and car parking income would not rise at all pending the outcome of the review;
- (ii) That the outlined 2020/21 budget be noted
- (iii) That the list of developments for which funding would be released on implementation and how they were prioritised and grouped be confirmed;
- (iv) That the general and HRA capital spend of £26,171,528 in total with the House Building Programme and the Accommodation Strategy being the largest project planned be noted;
- (v) That the loans to Qualis would total up to £160m in 2020/21; and
- (vi) That the overall funding adjustments for District Development Fund and savings and contingency were as set out, i.e. a net draw from DDF of £1,774,906 (£2m forecast last year), £500,000 of savings, the formation of a contingency fund assumed spent of £1,095,540.

In regards to the Prudential Indicators

- (i) That the intention was to keep the financial strength of the Council at current levels;
- (ii) That the impact of taking loans and onwardly granting loans to Qualis with a margin of profit for the Council be noted;
- (iii) That the general risk price approach to the loans granted to Qualis be noted; and
- (iv) That the full set of prudential indicators along with the Treasury Strategy would be presented to Council 25 February 2020.

In relation Council Tax Increase

- (i) That the council tax would be increased by 1.5% (half the predicted inflation rate) for 2020/21 and that this was below the prevailing rate of inflation and the impacts on council tax base; and
- (ii) That in 2021/22 the options to cease or reduce council tax rates existed although the Government expectation on what should be raised from council tax had be noted.

Reason for decision:

To ensure strategies were linked, robust and challenged.

Options Considered and Rejected:

A variety of options and priorities were considered during the budget setting process.

The papers form a set that showed how the Medium-Term Financial Strategy of the Authority, the Budget for 2020/21, the Prudential Indicators and the proposed Council Tax Increase were linked and were formed around the aim of delivering a sustainable growth strategy and acting prudently throughout the planning period.

33. Corporate Plan - Performance Exception Report Quarter 3 2019/20

The Service Director (Business Services), P Maginnis reported on the Quarter 3 performance in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan. She advised that the performance measures had been streamlined to enable improved focus on how Corporate Objectives were being met. The Corporate Plan Quarterly Reporting provided details on an exception basis for Amber and Red RAG Ratings or items worth noting.

The Service Director reported the following updates;

Stronger Communities

- Increased Customer Satisfaction – The target originally set had been 75%, which had been increased to 80% and the actual target achieved was 83%.
- Improved Customer First Contact – The annual target had been set at 45% but the actual was currently 40.17%. The Contact Centre had taken on other services areas and hoped to achieve the target by the end of the financial year, following the increased improvement of 4.56% in the last quarter.

Stronger Place

- To deliver the Council Housebuilding Programme/Building or acquiring new affordable properties in the District – Phased 2 had been completed and progress was being made on phases 3 and 4 in 2020.
- Local Plan Programme – A member working group had been established to assist with the issues concerning the Habitats Regulation Assessment and what progression the Council could make, whilst awaiting the Main Modifications and further direction from the Planning Inspector.
- St John's Road Programme – The target had only been missed due to the delay in the Cabinet meeting, which had been because of the General Election in December 2019.

Stronger Council

- People Strategy Programme – There had be a number of work streams which would be completed by the end of the financial year and a new strategy would be presented from 1 April 2020. Furthermore, the Stronger Council Select Committee had requested a workshop on the new structure that would be presented to the Cabinet and Overview and Scrutiny Committee.
- Accommodation Strategy Programme – There were a number of working groups involved and the Decant Strategy and full ICT surveys would establish further requirements of the Civic Offices.

The Strategic Projects Portfolio Holder raised concerns about the low target set for the Improved Customer First Contact and it not being achieved. The Service Director advised that a Customer Strategy had recently been adopted and training was being provided to staff, to ensure that as many customer enquiries at first point of contact could be resolved.

Councillor I Hadley enquired about the number of staff in the Customer Contact Centre, their response time and whether there was any second line dedicated support officers. The Service Director advised that there were the equivalent of 15 full time members of staff in the Customer Contact Centre and response timelines had been set out in the Customer Strategy. The Customer Contact Officers did not have any second line support as any enquiries they could not resolve, were passed onto the relevant technical officer.

The Community & Partnership Portfolio Holder asked whether an update could be given on the Council Housebuilding Programme - Phase 2, Burton Road, Loughton. The Service Director advised that this phase had now been completed.

The Planning Services Planning Portfolio commented that the target for mid June 2020, for the consultation on the main Modifications in the Local Plan Programme, could possibly slip due to the Planning Inspector advising that her schedule was very busy. Also the comments sections for the St John's Road Programme appeared to be missing some text.

RESOLVED:

That the Quarter 3 Performance in relation to the Key Performance Indicators & Work Programmes within the Corporate Plan be noted.

34. Interim Council & Community Plan 2020

The Service Director (Business Services), P Maginnis advised that since the introduction of the Council's Corporate Plan 2018/23, the Council had moved forward significantly in terms of planned development and aspirations for the future.

The interim plan provided an overview of the achievements of the Council against its key aims and objectives stated in the 2018-2023 Corporate Plan, which identified a 100% success rate in delivery. The interim Council & Community Plan 2020 had been considered by the Stronger Council Select Committee on 14 January 2020.

The Planning Service Portfolio Holder advised that the item under Stronger Communities, 'Supporting the provision of improved health services through the relocation of Princess Alexandra Hospital enabling the building of the new Hospital in Epping Forest on junction 7a of the M1', was highly unlikely to be achieved within 2020, although some progress was likely as the site had been included within the Local Plan. Furthermore, under Stronger Place the figures relating to the Council's aimed delivery of 12,000 new homes should be 11,400 and by 2033 not 2025.

RESOLVED:

That the Committee noted the Interim Council and Community Plan for 2020 with the amendments stated above.

35. Risk Management - Corporate Risk Register

The Service Director (Commercial and Regulatory) J Nolan reported that this would be the final Corporate Risk Register to be reported to Finance & Performance Management Cabinet Committee. Future reports would be made to the Audit & Governance Committee which would bring the Council's reporting in line with CIPFA guidance for effective Audit Committees.

The current Corporate Risk Register had been reviewed by the Risk Management Group on 8 January 2020 and had been produced in a new format which incorporated both the gross (before controls were applied) and net risk (after controls had been applied). This ensured that the direction of travel for each risk was more transparent and that risk mitigations were working as intended. The colour coding focussed attention on the highest scoring risks and the use of the 'if then' format, which would improve the articulation of the risks.

The review had resulted in amendments to five risks, removal of one risk and three new risks being added to the Risk Register. These were as follows;

Risk 1 Local Plan – During the last review of the Corporate Risk Register, the Committee requested that elements relating to delays in issuing Planning Permission should be shown as a separate risk. The new risk was presented as Risk 14. The Risk Management Group scored the remaining Local Plan risk B1 High Likelihood/Major Impact, which had reduced from the previous A1 score. This decision had been made as the Local Plan had been through the hearing phase and work was ongoing to undertake the Inspector's advice.

Risk 2 Strategic Sites – The majority of sites listed within the Strategic Sites risk had either been completed or were to be transferred to Qualis and it was felt that the risk should be removed.

Risk 5 Economic Development – The existing risk control had been updated to include the completion of the consultation with Stakeholders and a report would be presented to Cabinet on 6 February 2020. This would seek approval for the development of an Action Plan and related resource requirements, changing the key date to 6 February 2020

Risk 7 Business Continuity – The effectiveness of control had been updated to advise that the Business Continuity plans were largely completed. These plans would be reviewed and help develop a test exercise, which was planned for February 2020. The updated key date was now 19 February 2020.

Risk 10 Housing Capital Finance – The effectiveness of control had been updated to advise that a consultant had been engaged to utilise receipts before the deadline of the financial year end. The required further management action stated that there would be monthly meetings to monitor cash flow and the risk owner had changed to Deborah Fenton (Service Manager Housing Management and Home Ownership).

New Risk 14 Delays in issuing Planning Permission – A new risk had been developed for the specific delays in issuing Planning Permission caused by objections relating to the impact of development on air quality within the Epping Forest Special Area of Conservation. The risk had been scored A1 Very High Likelihood/Major Impact as the consequences of the risk included loss of New Homes Bonus and restricted Business Rates tax base growth.

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New Risk 15 Climate Emergency – Audit and Governance Committee asked for a risk to be developed to capture the risk following the Council’s declaration of a climate emergency and an aim to become carbon neutral by 2030. The Risk had been scored B2 High Likelihood/Moderate Impact.

New Risk 16 Accommodation Project – The Accommodation Project risk detailed the individual elements of the project, with each element being given an individual risk score. The risk was presented in a new format which would be applied to all Corporate and Service Risks.

The Planning Services Portfolio Holder asked for ‘Reputation damaged’ under the Consequences section for Risk 14 – Delays in Issuing Planning Permission, to be moved to the top and that some form of mitigation be determined. Furthermore in relation to Risk 15 – Climate Emergency, the Consequences section should include failure to deal with the issues effectively, impacting on the Special Area of Conservation.

Councillor I Hadley asked why Qualis had not been placed in the Corporate Risk Register, following recommendations from the Audit & Governance Committee on 27 November 2019. The Service Director (Commercial and Regulatory) advised that Qualis was a separate company and this was the Council’s Risk Register, therefore Qualis would determine their own Risk Register. The Leader advised that there would be a report on the governance arrangements for Qualis coming to the next Cabinet meeting on 6 February 2020. In addition, the Planning Services Portfolio Holder advised that this issue could be included in the Risk Register in regards to failure to deliver and the Council relying on the funds from Qualis for future budgets.

RESOLVED:

- (1) That the new wording and score for Risk 1, Local Plan be updated;
- (2) That Risk 2, Strategic Sites be removed;
- (3) That the existing control and key date for Risk 5, Economic Development be updated;
- (4) That the effectiveness of control and key date for Risk 7, Business Continuity be updated;
- (5) That the effectiveness of control, required further management action and the risk owner for Risk 10, Housing Capital Finance be updated;
- (6) That a new Risk 14, Delay in issuing Planning Permission be included in the Corporate Risk Register;
- (7) That a new Risk 15, Climate Emergency be included in the Corporate Risk Register;
- (8) That a new risk 16, Accommodation Project be included in the Corporate Risk Register;
- (9) That the updated risk register format for future Corporate and Service Risk Registers be noted;
- (10) That the future reporting of the Corporate Risk register would be made to Audit & Governance Committee;

(11) That the Cabinet comments above in relation to Risks 14, 15 and Qualis be included in the Corporate Risk Register;

RECOMMENDED:

(12) That the updated Corporate Risk Register be recommended to Cabinet for approval.

Reasons for Decision:

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

Other Options Considered and Rejected:

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

36. Any Other Business

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

CHAIRMAN

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Report to the Cabinet

Report reference:

C-037-2019/20

Date of meeting:

26th March 2020



**Epping Forest
District Council**

Portfolio: Community and Partnerships – Cllr N Bedford

**Subject: Nurturing Growth- Delivering an Economic Development Plan
for Epping Forest District**

Responsible Officer:

John Houston (01992 564094).

Democratic Services:

Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) That Members note the results of the consultation on the Council's Economic Development Strategy 'Nurturing Growth' and agree the adoption of the revised strategy as set out in Appendix 1;**
- (2) That Members agree to the development of a delivery plan for Nurturing Growth, setting out a phased implementation programme that will be monitored as part of the revised corporate strategy.**
- (3) That Members agree to prioritise 4 key actions over the course of the delivery plan;**
 - i) Local High Streets**
 - ii) Rural Strategy**
 - iii) North Weald Airfield as a location of economic growth**
 - iv) Infrastructure**
- (4) That Members agree to allocate District Development Funding of £35,000 in 2020/21 and £50,000 in 2021/22 as already earmarked, for the appointment of a member of staff on a fixed term basis to deliver actions identified in the strategy including work to support the sustainability of local high streets.**

Executive Summary:

This strategy was drafted in advance of the current situation with coronavirus and ahead of the significant package of measures to support the economy announced by the Chancellor in the budget. Officers will be ensuring that the prioritization of the Delivery Plan actions align with central government guidance and the needs of the local economy.

It was agreed that the Council would produce an economic strategy following the adoption of the District's Local Plan. A strategy consultation document 'Nurturing Growth' was produced, which outlines a clear and long-term direction for economic growth across the Epping Forest District and identifies key priorities and actions that could be adopted by stakeholders across the district to achieve this. Nurturing Growth was released in draft, for consultation to a wide

range of stakeholders in April 2019 and again in September 2019. Aggregated responses to the consultation are included with this report (Appendix 2) for Members to note, along with a proposed, revised strategy document for Cabinet agreement (Appendix 1).

This report seeks Cabinet approval for the development and delivery of a five -year Economic Development Action Plan to enable the aspirations of Nurturing Growth to be realised and associated resourcing to enable this work to be undertaken, and seeks Cabinet agreement to four priorities within the Action Plan of: Local High Streets (recommendations from the Task & Finish Review), Rural Strategy, North Weald Airfield (Economic Growth) and infrastructure.

Reasons for Proposed Decision:

The Nurturing Growth Strategy has been developed to provide a clear statement on the priorities and ambition of the district in terms of economic growth, at a time when the local economy faces sustained and dynamic change. A clear statement on the priorities and support for local economic growth will influence the policy and investment of a wide range of stakeholders in order to make Epping Forest 'a great place to live, work, study and do business'.

Other Options for Action:

Not to adopt the strategy in its revised form. Currently the district has no long-term plan to guide or support the local economy and the economic aspirations in the Local Plan. A series of operational priorities have been pursued over recent years and although these have been effective in the short term, there is no clear direction of travel or detailed understanding of areas of opportunity linked to regional and national plans and as such, this hampers the district's ability to bid for external economic support and funding.

Report:

- Unlike many of its neighbouring councils Epping Forest District does not have a clear, long-term strategic plan for supporting economic growth in the district and to underpin and direct bids for external or inward investment.
- With Member direction the Nurturing Growth Economic Development consultation document was therefore produced in order to support debate on the economic choices facing the district. A decision was taken early on, to provide consultation based on 'place' as opposed to economic development related to the activities of the District Council alone.
- Nurturing Growth therefore focussed on a long-term strategic vision for 'place' and outlined key priorities and a range of actions that could be undertaken. The document was produced following initial discussions with a wide range of partners from across the public and private sectors active within and outside of the district.
- Two consultation programmes were undertaken. The initial consultation in April and May 2019, based primarily on written responses, was deemed by respondents and the Members to be too short. A second consultation was launched in late September lasting until 16 December, using an amended document which was shaped by feedback from the initial consultation. The second consultation also focused more on interactive events. Presentations

were made to a specially convened Economic Stakeholder Conference in November attended by 70 local partners. (see Appendix 3) In addition presentations were made to the Chairman's Business Networking Event and the Annual Tourism conference in December. A separate event was also held with Youth Councillors. These views have helped shape the final strategy attached at (Appendix 1)

- The revised strategy is fully compliant with provisions in the local plan and offers an agreed long-term approach to managing and supporting the local economy and addressing new challenges and opportunities.

The four consistent areas highlighted in the consultation were the importance of:

- Infrastructure, the need to keep the district on the move eg transport
- Digital connectivity investment and application to keep our place competitive
- Rural and urban economic vibrancy and,
- The need to embrace work to reduce carbon emissions and grow the economy sustainably.

The revised strategy sets out a clear outcome for delivery, to 'make the district a great place to live work study and do business'. The vision from the Economic Strategy expresses this below:

"We will work hard together to make Epping Forest a great place to live, work, study and do business. A place where we create prosperity that everyone can share investing in our resident's skills and supporting our businesses to grow and thrive getting the most out of our location next to London and in the Cambridge corridor. We will become a place of ambition and innovation, recognised for its digital infrastructure and investment, its work to meet challenging carbon reduction targets and its support to its existing and new businesses. Providing the right space for growth and keeping taxes low."

A number of specific priorities for work are set out in the revised strategy to direct work and investment, building on the work of the local plan these include:

- **Vibrant, diverse and resilient high streets** - Maintaining and developing the offer from, and footfall on, our high streets, to meet the challenges of online retailing and the expectations of shoppers and residents.
- **Helping rural areas thrive** - Developing a new Rural Strategy to ensure our rural communities are sustainable in the long-term and can share fully in the district's growth and prosperity.
- **A place for entrepreneurs and businesses to thrive** - Finding new spaces and new opportunities and approaches to support business start-ups through intensifying the use of existing industrial, retail and employment land and accessing external grants.
- **Delivering 21st century infrastructure making this the best place in Essex to do business-** Securing further investment from public and private sectors in enhancements to our road, rail, tube, digital networks and employment sites and delivering integrated transport plans.
- **Exploiting opportunities and developments outside the district** - Making sure workers and businesses can sustainably access jobs, contracts and investment from growth in London, Stansted Airport, Harlow, Cambridge and

beyond.

- **Building partnerships that deliver** - Working more closely with investors such as government, Local Enterprise Partnerships, neighbouring councils and research and innovation bodies to coordinate activity and better support cross-border and cross-sector working and fast track delivery on our climate change commitments.
- **Meeting the skills challenge together** - Giving all our residents and local businesses access to first rate education, skills and training opportunities throughout life, to support their ability to access the best jobs, and respond effectively through up-skilling to changing employment opportunities both within and outside the district.

The consultation also set out a number of specific actions and programmes that could form the core of a delivery programme, and these were included following discussion with external stakeholders. These actions have not been significantly challenged through the consultation process and will therefore form the starting point for the proposed delivery plan, which will be brought before Cabinet at the earliest opportunity.

- Following member approval of the overall strategy, officers will prepare a detailed delivery plan which sets out phasing and resourcing and key milestones for approval. This will include items from the findings of the Local High Streets Task & Finish Review Panel.

Resource Implications:

The strategy will be delivered primarily through existing resources, although funding from the District Development Fund is requested to enable a particular focus on work to develop sustainable local High Streets. In addition, work will be undertaken with neighbouring partners to target external investment and grants.

Legal and Governance Implications:

There are none arising directly from this report. Delivery of the strategy and its' programmes will be managed through AMED, Cabinet and the One Epping Forest Partnership. However, as a key council plan, formal approval for this strategy should be given by council.

Safer, Cleaner and Greener Implications:

A core element of the strategy is the need to generate economic growth and prosperity while protecting the green and unique character of the district and meeting climate change responsibilities. It also aims to increase prosperity and challenge some of the economic determinants of health inequality.

Consultation Undertaken:

The revised strategy has been subject to intensive consultation as set out in this report.

Background Papers:

See Appendices

Risk Management:

The strategy has been drafted with resourcing and capacity constraints in mind. However, much of the work will be dependent on the ability to bid for and secure funding from external organisations such as central government, SELEP, Herts LEP and neighbouring statutory and private sector bodies. The strategy is designed to be a plan for 'place' and this necessarily means contributions from other organisations will be at the core of the plan. This will require that the council works more in a partnership manner to build coalitions that can deliver and support joint programs and joint investment.

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Equality analysis report

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

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

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

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

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Economic Development Strategy – Nurturing Growth
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Adoption of ED Strategy
Relationship with other policies / projects:	Link to agreed EFDC Local Plan
Name of senior manager for the policy / project:	Julie Chandler, Service Director Communities and Partnerships
Name of policy / project manager:	John Houston, Strategic Partnerships Specialist

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

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

Step 3. Gather evidence to inform the equality analysis

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

Characteristic	Evidence (name of research, report, guidance, data source etc)	What does this evidence tell you about people with the protected characteristics?
Age – older people	<p>EFDC consultation: The impact of an ageing population on the services of the Epping Forest District</p> <p>The Economic Contribution of Older People in the United Kingdom –</p> <p>International Longevity Centre UK</p>	<p>National statistics estimate that between 2015 and 2020, over a period when the general population is expected to rise by 3%, the numbers of people aged over 65 are expected to increase by 12% (1.1 million); the numbers aged over 85 by 18% (300,000); and the number of centenarians by 40% (7,000). Epping Forest District has over 25,000 people aged 65 and older already living within the district and an additional 27,000 people aged over 50. Partnership working required to address future needs. Opportunities for employment of older people would help to reduce financial impact of an older population. Older people want to remain in their own homes with adaptations provided. Potential to gain financial benefits through more older people volunteering.</p> <p>https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/active-communities/the-economic-contribution-of-older-people-update-to-2017.pdf</p> <p>The monetary value of the direct economic contribution of employment, informal caring, including childcare, and volunteering by people aged 50 or over in the United Kingdom in 2016/17 amounted to £796 bn (approx. 45 per cent of Gross Value Added), of which people aged 65 or over contributed with £160 bn. Employment contribution amounted to £570 bn (£ 54 bn from 65+); informal caring activities added another £175 bn (£ 95 bn), informal childcare was worth £7.7 bn (only estimated for those aged 65 or over) and volunteering represented another £43.4 bn (£ 2.7 bn).</p> <p>https://ilcuk.org.uk/neglected-opportunities-of-ageing-could-add-2-to-uk-gdp/</p> <p>Supporting people over 50 to remain in the workforce could add an additional 1.3% GDP a year by 2040. By 2040 older people will be spending 63p in every pound instead of 54p in 2018.</p>

	<p>New Opportunities for the Tourism Market: Senior Tourism and Accessible Tourism</p> <p>Elisa Alén, Trinidad Domínguez and Nieves Losada</p> <p>University of Vigo, Spain</p>	<p>http://cdn.intechopen.com/pdfs/35523/InTechNew_opportunities_for_the_tourism_market_senior_tourism_and_accessible_tourism.pdf</p> <p>2.1 Trends in the tourism sector</p> <p>According to the World Tourism Organisation (WTO), some of the 2020 future market trends are: an increase in the number of elderly tourists... Therefore, we can say that, in general, the current trends in tourism demand are conditioned primarily by the following scenarios:</p> <ul style="list-style-type: none"> - The increasing importance, within the overall demand, of the segment of tourists over 55 years of age. <p>In addition, senior tourism is directly linked to accessible tourism because disability is often directly related to the elderly. According to the World Health Organisation (WHO), 35% of people over 65 have some type of disability (Fuguet, 2008).</p> <p>https://ec.europa.eu/eurostat/statistics-explained/index.php/Tourism_trends_and_ageing</p> <p>Tourists aged 65 or over accounted for more than 1 in 5 tourism nights for private purposes by EU residents aged 15 or over (see Figure 2). This figure was equal to this age group's share of the population aged 15+ (22 %). However, when looking at the broader group of tourists aged 55 or over, the gap increased by 2 % as people aged 55+ accounted for 39 % of tourism nights for private purposes while their share of the population aged 15+ was 37 %.</p> <p>More than half of European residents aged 65+ (52 %) did not participate in tourism in 2014, compared with 37 % of people aged 15-64.</p>
	Tourism trends and ageing	
	ONS 2011	17% of the population are 65 years or over
Age – young people	Epping Forest Youth Conference 2015 - Conference report	<p>Delegates were asked to select a key issue they would like to campaign on. The results were:</p> <p>Living wage 17%</p> <p>Tackling racism and religious discrimination 16%</p> <p>Mental health 15%</p> <p>A curriculum to prepare us for life 15%</p> <p>The end of austerity & child poverty 8%</p> <p>Climate change 8%</p> <p>Extended Special Educational Needs support 7%</p> <p>Transport 7%</p> <p>Votes at 16 5%</p> <p>Fund Youth Services, don't cut them 2%</p>

	<p>How the UK economy has wronged young people for decades</p> <p>Give youth a chance (OECD Forum 2019)</p>	<p>The national picture revealed the five issues that received the most votes in the ballot were:</p> <ol style="list-style-type: none"> 1. Living wage 2. A curriculum to prepare us for life. 3. Mental health 4. Transport 5. Tackling racism and religious Discrimination <p>https://www.independent.co.uk/news/uk-economy-young-people-austerity-millennials-manufacturing-a8804546.html</p> <p>Young people are more likely to be unemployed than older workers, and are more likely to be in low-paid jobs when employed.... Young people have worse pension opportunities than previous generations and suffer from a housing market characterised by high rents and purchase costs.</p> <p>https://www.oecd.org/forum/give-youth-a-chance.htm</p> <p>Young people are being excluded from economic life by a combination of joblessness and barriers to the creation of start-ups. Unleashing the energy, entrepreneurial spirit and technological genius of the young is not just a moral imperative, but an economic necessity.</p> <p>We are at a crisis point in relation to the world's young people. According to the International Labour Organisation, global youth unemployment stands at 12.9%. And in the world's largest economies, OECD figures show that it's an average of just above 16%, with youth employment falling 7 points from where it was before the crisis.</p>
Age – EFDC employees	Workforce profile	Older workforce, largest proportion in 51-55 age group with impact on retirement in around 10-15 years with loss of local knowledge. Lower proportion of younger employees. Difficulty in attracting younger employees as result of housing costs locally.
Disability	Blue Badge Style www.bluebadgestyle.com	http://bluebadgestyle.com/2014/11/economic-benefit-disabled-access-britains-best-kept-secret-high-street-shops-havent-heard/ Almost half (48%) of disabled people were dissatisfied with access to high street services in general. To make things more worrying, despite the common held view that 'things are getting slowly better', 65% respondents felt that there had been no improvement to disabled access in the past five years. If slowly means over a longer period than five years to some people, then they should note that 26% of people surveyed felt that access had actually got worse

	<p>The role of disabled people in economic growth</p> <p>New Opportunities for the Tourism Market: Senior Tourism and Accessible Tourism</p> <p>Elisa Alén, Trinidad Domínguez and Nieves Losada</p> <p>University of Vigo, Spain</p> <p>Call for tourism industry to do more to cater for disabled people</p>	<p>during this period.</p> <p>https://researchbriefings.parliament.uk/Research/Briefing/Summary/CDP-2018-0038</p> <p>http://researchbriefings.files.parliament.uk/documents/CDP-2018-0038/CDP-2018-0038.pdf</p> <p>Read transcript of groundbreaking Disabled People and Economic Growth UK Parliament debate</p> <p>https://hansard.parliament.uk/Commons/2018-02-22/debates/A318F794-17D8-4D85-A20C-1A8822C544F6/DisabledPeopleAndEconomicGrowth</p> <p>http://cdn.intechopen.com/pdfs/35523/InTechNew_opportunities_for_the_tourism_market_senior_tourism_and_accessible_tourism.pdf</p> <p>2.1 Trends in the tourism sector</p> <p>According to the World Tourism Organisation (WTO), some of the 2020 future market trends are: an increase in the number of elderly tourists... Therefore, we can say that, in general, the current trends in tourism demand are conditioned primarily by the following scenarios:</p> <ul style="list-style-type: none"> - The increasing importance, within the overall demand, of the segment of tourists over 55 years of age. <p>In addition, senior tourism is directly linked to accessible tourism because disability is often directly related to the elderly. According to the World Health Organisation (WHO), 35% of people over 65 have some type of disability (Fuguet, 2008).</p> <p>https://www.gov.uk/government/news/call-for-tourism-industry-to-do-more-to-cater-for-disabled-people</p> <p>Chris Veitch, Trustee of Tourism for All and the government's Sector Champion for Tourism, said: "Making tourism more accessible not only improves travel opportunities for disabled people and many others with accessibility requirements, it can improve the quality of the visitor experience for everybody and help make the UK tourism offer more competitive."</p> <p>There are more than 11 million disabled people in the UK with a combined spending power of their households, 'the purple pound', standing at around £250 billion.</p>
Marriage and civil partnership	ONS 2011	<p>In October 2015 ONS confirmed a total of 15,098 couples had legally married since March 2014 however number have fallen by 70% since then.</p> <p>Marital status: association with social and</p>

	<p>https://www.ncbi.nlm.nih.gov/pubmed/1599738</p> <p>PEW Research Center</p>	<p>economic circumstances, psychological state and outcomes of pregnancy Compared with the married women, unmarried women overall were, on average, younger, less educated, of lower social class, in poorer economic circumstances, more dependent on state support and less satisfied with their living arrangements.</p> <p>Women, Men and the New Economics of Marriage Overall, married adults have made greater economic gains over the past four decades than unmarried adults. From 1970 to 2007, their median adjusted household incomes, the sum of financial contributions of all members of the household, rose more than those of the unmarried.</p>
Pregnancy and maternity	<p>Workforce data</p> <p>The Department for Business, Innovation and Skills (BIS) and the Equality and Human Rights Commission research report</p> <p>ONS Birth Trends</p>	<p>No data available</p> <p>Nationally: □ around 11% dismissed, compulsorily redundant, or treated poorly and felt they had to leave their workplace. □ 1 in 5 mothers said they'd experienced harassment or negative comments relating to the pregnancy. □ 10% said their employer had discouraged them from attending antenatal appointments.</p> <p>https://www.equalityhumanrights.com/en/managing-pregnancy-and-maternity-workplace/pregnancy-and-maternity-discrimination-research-findings</p> <p>Birth rate is falling nationally. In Essex Under 16 conceptions fell from 4 per 1,000 women om 2009- 2011 to 3.8 in 2010-2012.</p>
Race / ethnicity	<p>Essex Residents' Tracker Survey 2015:</p> <p>ONS 2011</p> <p>EHRC review Race Right in the UK</p>	<p>70% of people agree that people from different backgrounds get along well together.</p> <p>.</p> <p>□ 85% of the EFDC district is whiteBritish (largest ethnic group) □ 5% are other white groups (including Irish, White other, and Gypsies and Irish Travellers) (second largest ethnic group) □ 2% are mixed ethnic background □ 5% are Asian background including 2% Indian (third largest ethnic group) □ 2% are black African, Caribbean or other black groups □ 0.006% are of other ethnic groups 0.005% of people in the district cannot speak English or cannot speak English well.</p> <p>Inequalities regarding housing, education and health. Poorer employment prospects and lower pay.</p> <p>https://www.ethnicity-facts-figures.service.gov.uk/work-pay-and-benefits/unemployment-and-economic-inactivity/latest</p>

	<p>Gov.UK Economic inactivity</p>	<p>...the main definition of economic inactivity is if a person is out of work and not looking for a job – in 2017, there were 8.6 million economically inactive people in England, with 6.9 million coming from White ethnic groups, and 1.7 million from all other ethnic groups combined</p> <p>the economic inactivity rate in 2017 was 20% for White people and 30% for people from all other ethnic groups combined, a difference of 9 percentage points – the economic inactivity rate is the number of economically inactive people as a percentage of the total working age population</p> <p>in 2017, 56% of Pakistani/Bangladeshi women were economically inactive, compared with 23% of Pakistani/Bangladeshi Men (a gap of 33 percentage points), and 25% of White British women (a gap of 31 percentage points)</p> <p>This data shows that: overall, in 2017, 22% of the working age population (people aged 16 to 64 years) were economically inactive, or around 8.6 million people – a person is economically inactive if they're out of work and not looking for a job, and the economic inactivity rate is the number of economically inactive people as a percentage of the total working age population</p> <p>39% of people in the Pakistani/Bangladeshi ethnic group were economically inactive, the highest rate out of all ethnic groups</p> <p>16% of people in the Other White ethnic group were economically inactive, the lowest rate out of all ethnic groups</p>
<p>Religion or belief</p>	<p>ONS 2011</p> <p>Home Office, Hate Crime, England and Wales 2018/19</p> <p>EFDC hate crime stats June 2016</p> <p>Socioeconomic Impact of Religious Freedom</p>	<p>Christian (Persons) 77,053 Buddhist (Persons) 416 Hindu (Persons) 1,745 Jewish (Persons) 3,972 Muslim (Persons) 2,377 Sikh (Persons) 1,253 Other Religion (Persons) 432 No Religion (Persons) 28,061</p> <p>In 2018/19, there were 103,379 hate crimes recorded by the police, an increase of 10% compared with the 94,121 hate crimes recorded in 2017/18, of which: 8,566 were religion hate crimes</p> <p>EFDC hate crime statistics show some religiously motivated racial abuse hate crime in the district.</p> <p>https://religiousfreedomandbusiness.org/socioeconomic-impact-of-religious-freedom</p>

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

<i>Characteristic</i>	<i>Actual or likely adverse impacts identified</i>	<i>Actions that are already or will be taken to reduce the negative effects identified</i>
Age	Economic development projects that do not take account of the differing economic situations and needs of older or younger people could lead to exclusion and a failure to fully realise the potential benefits of the scheme.	Encouraging user-centred design to identify the requirements of all key stakeholders will help. Equality impact assessments of all council projects undertaken in the delivery of the strategy will consider their impacts on these groups.
Disability	Economic development projects that proceed without due care and consideration for access for people with disabilities are likely to lead to economic exclusion and have a disproportionate impact on those people.	Encouraging user-centred design to identify the requirements of all key stakeholders will help. There should be careful consideration of proposals and linkages to other ongoing work. Equality impact assessments of all council projects undertaken in the delivery of the strategy will consider their impacts on these groups.
Gender reassignment	None	
Marriage and civil partnership	None	
Pregnancy and maternity	None	
Race / ethnicity	None	
Religion or belief	None	
Sex	None	
Sexual orientation	None	

Step 6.

The duty to advance equality of opportunity

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

<i>Characteristic</i>	<i>Ways that this policy, service or project can advance equality of opportunity</i>	<i>Why this policy, service or project cannot help to advance equality of opportunity:</i>
Age	As a strategic document the strategy can shape the framework within which the council delivers increased prosperity and greater opportunity to all groups of society, both protected and not protected. This will not involve treating all groups the same but will instead look to achieve economic growth and enhanced	

	<p>infrastructure that will enable all groups to identify, pursue and achieve their particular needs and aspirations.</p> <p>The document will not set out specific interventions but any such interventions developed as part of the strategy's delivery plan will be able to consider specific groups and their needs when designing that service or initiative.</p>	
Disability	“”	
Pregnancy and maternity	“”	
Race / ethnicity	“”	
Religion or belief	“”	
Sex	“”	
Sexual orientation and gender reassignment	“”	

The duty to foster good relations

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

<i>Characteristic</i>	<i>How this policy, service or project can foster good relations:</i>	<i>Why this policy, service or project cannot help to foster good relations:</i>
Age	As a strategic document the strategy can shape the framework within which the council delivers increased prosperity and greater opportunity to all groups of society, both protected and not protected. Any impact on the fostering of good relations will need to be carefully considered as part of the design process for any specific initiatives that are developed as part of the strategy's delivery plan.	
Disability	“ “	
Gender reassignment	“ “	
Pregnancy and maternity	“ “	
Race / ethnicity	“ “	
Religion or belief	“ “	
Sex	“ “	
Sexual orientation	“ “	

Step 7. Documentation and Authorisation

Summary of actions to be taken as a result of this analysis	Name and job	How and when
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(add additional rows as required):	title of responsible officer	progress against this action will be reported
1. Producing a delivery plan and undertaking actions set out in the strategy	J Houston	N/A

Name and job title of officer completing this analysis:	Michael Warr, Economic Development Officer and John Houston, Strategic Partnerships Specialist
Date of completion:	March 2020
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	Julie Chandler, Service Director, Communities and Partnerships
Date of authorisation:	5/3/20
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	

Step 8. Report your equality analysis to decision makers:

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

Therefore you must:

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

Your summary of equality analysis must include the following information:

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

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Appendix 1

Draft Version 3- March 2020

Nurturing Growth

An Economic Strategy for Epping Forest District 2020-25

“ Delivering a great Place to live, work, study and do business”

Foreword

Welcome to ‘Nurturing Growth’ which sets out how we will work together to develop a strong and resilient local economy.

Our district is already a prosperous and vibrant place to do business. However, in these uncertain times, with the introduction of new digital technologies, changing ways of doing business and new skills and approaches to employment, it’s important we have a clear vision of our opportunities and challenges. Not least amongst these is ensuring that our residents and our ‘place’ continues to be able to compete effectively for jobs, investment and the infrastructure that can future proof our economic performance.

The implementation of the District’s Local Plan to 2033, including the delivery of more than 10,000 new jobs, presents tremendous opportunities for us and we need to position ourselves to best tackle the challenges this involves and achieve the optimum benefit to our local economy.

I’d like to thank all the local businesses, residents and community groups who gave up their valuable time to help us shape and refine this document during the public consultation period.

We will be working hard over the coming months to set out how we will jointly agree delivery plans for the agreed priorities.

We hope our partners and stakeholders in the public and private sectors will also use this plan to shape their own services and investment over time.

Cllr Nigel Bedford

Community and Partnership Services Portfolio Holder

Epping Forest District Council

Introduction

Our economy is vibrant and diverse, based in a region that is successful and thriving and located between the two international economic powerhouses of London and Cambridge.

This strategy acknowledges the need to retain and build on our strengths as a successful home for small and medium size enterprises, placing less reliance on the public purse than other areas. Importantly, it also looks at how we work to 'future proof' our current prosperity and economic success and how that might translate in the future, given the likely impact of changes that are happening all around us.

The vision, priorities and actions the strategy sets out have been arrived at after extensive consultation involving our key stakeholders and it will be supported by a detailed delivery plan which will help phase and manage investment and activity.

The consultation identified four re-occurring themes covering;

- Infrastructure and sustainable transport;
- the opportunities presented by digital innovation;
- the need for a strong focus on the rural economy; and,
- the importance of tackling climate change.

Taking these and the other key issues that were identified, we have agreed a vision for our future economy that reflects the aims and aspirations of those who live and work in our district.

Other Key Plans

This strategy does not exist in isolation. Other statutory plans and strategies define national, regional and local priorities and this Epping Forest District Economic Strategy must take these into account. This is especially relevant as we look to secure financial support from government and others to help fund our work.

These key plans include the government's new national industrial strategy, our South East Local Economic Partnership (SELEP) strategy, the plans of our neighbouring LEPs in Hertfordshire and London, those of Essex County Council and of greatest significance locally, our own Epping Forest District Local Plan.

Our Local Plan sets out ambitious growth for the district including the delivery of over 11,000 new homes and over 10,000 new jobs by 2033. It further sets out our role in the creation of Harlow and Gilston Garden Town and policies to maintain and enhance the vibrancy and vitality of our town centres, to support a sustainable transport and road infrastructure network and deliver the necessary infrastructure to support growth including schools, health and community facilities.

A key challenge contained in many of these plans is the need to raise the levels of productivity or GVA of employment in the district. Importantly, this work on our local needs has been carried out in conjunction with councils and other partners responsible for neighbouring areas. This economic strategy does not revisit these decisions but looks to

how we can develop our economy within this wider context, taking account of existing adopted strategies. In many of these documents land use is featured as an important facet of a growing economy. However, this isn't the only factor in delivering a strong and robust economy for local people.

Epping Forest District Council is a key partner in the Essex + Hertfordshire Digital Innovation Zone (DIZ), a cross-border, cross-sector partnership that aims to make its geography (including Epping Forest, Harlow, Uttlesford, East Herts & Broxbourne) the best-connected place of its type in the UK. The DIZ has published a Digital Innovation Strategy which also includes plans to develop its digital infrastructure and digital skills. This Economic Development Strategy references that document and adopts a number of its key recommendations.

Economic Vision

“We will work hard together to make Epping Forest a great place to live, work, study and do business. A place where we create prosperity that everyone can share, investing in our residents' skills and supporting our businesses to grow and thrive getting the most out of our location next to London and in the Cambridge corridor. We will become a place of ambition and innovation, recognised for its digital infrastructure and investment, its work to meet challenging carbon reduction targets and its support to its existing and new businesses. Providing the right space for growth and keeping taxes low.”

Key Priorities

To effectively deliver this vision, a set of key priorities have been agreed recognising that to be effective the council and its partners must target limited resources to bring greatest value to the local economy. These priorities will be underpinned by three-year delivery plans supported by robust indicators which we will use to measure and report on our performance.

- **Vibrant, diverse and resilient high streets**

Maintaining and developing the offer from, and footfall on, our high streets, to meet the challenges of online retailing and the expectations of shoppers and residents.

- **Helping rural areas thrive**

Developing a new Rural Strategy to ensure our rural communities are sustainable in the long-term and can share fully in the district's growth and prosperity.

- **A place for entrepreneurs and businesses to thrive**

Finding new spaces and new opportunities and approaches to support business start-ups through intensifying the use of existing industrial, retail and employment land and accessing external grants.

- **Delivering 21st century infrastructure making this the best place in Essex to do business:**

Securing further investment from public and private sectors in enhancements to our road, rail, tube, digital networks and employment sites and delivering integrated transport plans.

- **Exploiting opportunities and developments outside the district**

Making sure workers and businesses can sustainably access jobs, contracts and investment from growth in London, Stansted Airport, Harlow, Cambridge and beyond.

- **Building partnerships that deliver**

Working more closely with investors such as government, Local Enterprise Partnerships, neighbouring councils and research and innovation bodies to coordinate activity and better support cross-border and cross-sector working and fast track delivery on our climate change commitments.

- **Meeting the skills challenge together**

Giving all our residents and local businesses access to first rate education, skills and training opportunities throughout life, to support their ability to access the best jobs, and respond effectively through up-skilling to changing employment opportunities both within and outside the district.

Where are we now?

The Epping Forest District Local Plan will shape how the district develops until 2033 with investment from public and private sectors. More details can be found at:

www.efdclocalplan.org/

Our local economy is in a good place and has performed well, even during the economic downturn from 2008. We have a wide variety of businesses working across a range of different economic sectors. This spread has made the area less prone to the impact of downturns in any one particular sector, or general contraction as experienced in areas such as the public sector.

A significant number of local people commute out of the district to jobs offering higher income, often in sectors that aren't available locally. These salaries allow residents to afford the relatively high costs of housing, especially in the commuting areas in the south of the district. Figures produced by the South East Local Enterprise Partnership confirm that our district has some of the least affordable housing in the region, however the additional ambitious housing targets will help address this issue.

While our local economy is generally strong and performs well against most indicators of performance, its strength is intrinsically linked to the success and growth of surrounding economies - most notably that of London and the London Stansted Cambridge Corridor. This proximity however, also makes the Epping Forest District the ideal new home for those in higher-value jobs being forced to relocate by overheating economies in London and Cambridge where property costs are causing businesses and investors to seek suitable alternative locations for expansion.

Despite the opportunities our district offers, traditional challenges such as the pull of the London economy and the lack of major available sites for economic growth, continue to have a negative impact. These are being joined by new challenges, including climate change and the changing face of employment driven by digital technology, which also brings the potential to attract and grow the new knowledge-based roles that are redefining our future.

This strategy is concerned with meeting local people's expectations around future proofing and improving, where possible, the district's economic performance whilst at the same time protecting what we have already built. For example, ensuring policies are in place to enshrine the protection of business accommodation where it is vulnerable to conversion to residential use and ensuring mitigation of any adverse environmental impacts.

Key workstreams for the Economic Strategy

1. High Streets and Town Centres

Our district's retail offer differs from many others as, rather than having one main urban area, it is made up of a range of market towns, each bringing its own special charm and character.

Our high street's performance is relatively strong with a good range of shops and services and generally good performance by the way of vacancies and empty properties in comparison with other areas of the UK.

Residents enjoy the mix of independent stores outlets and national chains but, as the district does not host any major out-of-town shopping centres, this brings competition from the London retail offer and shopping centres in Harlow, Chelmsford and the Brookfield Centre, Broxbourne, all of which are within relatively easy reach.

Online retailing and the changing face of high streets are having a very real impact on the ability of our local traders to maintain, let alone grow, their share of our local population's retail expenditure. With many of our most affluent residents drawn to London and the upward pressure on rents, driven by the competition independent retailers face from national chains, our high streets will continue to be an area for attention and support. Increasingly, town centres are looking to diversify the offer with more leisure and more employment space as well as traditional retailing.

Agreed Actions

- Ensure delivery of the St John's Road area redevelopment in Epping as a key town centre regeneration scheme.
- Support the Local High Streets Task and Finish Panel's investigation into the sustainability and success of town centres in the district and review the following potential actions in the light of its recommendations.
- Keep business rates as low as possible.
- Retain existing provision for car parking and maintain costs at competitive levels.
- Look with partner organisations at introducing a new annual High Street Fund Competition to boost local action in town centres.
- Actively pursue external investment funds from public and private sectors to support local action.
- Deliver free WI-FI and/or improved mobile connectivity in all town centres to support footfall.

- Provide greater support to town centre partnerships.
- Provide cycle stations in key town areas.
- Set up innovation networks to look at how new technology can benefit local towns.

2. Supporting our Rural Economies and Communities

The district is over 90% Green Belt and many of our residents live in our rural areas which face their own particular challenges and contain distinct economic opportunities. This does not stop these areas being economically productive. Innovation in our agricultural sectors and our glasshouse industry is continuing to drive up productivity, while tourism is growing with additional bed capacity being put in place in many of our rural pubs and restaurants. These sectors are and will continue to be important job creators. The district has many existing rural employment sites, which have developed over time through the diversification of traditional farmsteads and they play a key role in our provision of employment space.

The retention of key infrastructure in rural communities such as pubs and shops remains important as does the continued investment by the council and other partners in delivering superfast digital connectivity. Access to services and employment opportunities remains a significant challenge for those wishing to live or work in the rural areas. The need for an integrated public transport system is very important to creating the right access. This is particularly important for rural employers to get staff to their place of business.

In response to the first consultation it was suggested that in order to give full consideration to the issues, challenges, and opportunities in our rural communities, a separate rural strategy should be created. This would look in detail at these issues and opportunities and set out clear priorities and objectives that will be part of the economic strategy delivery plan, with progress reported regularly to the council and other partners.

Agreed Actions

- Work with partners to develop and deliver a rural strategy.
- Prepare effective and successful bids to government programmes for investment in rural digital connectivity to future proof rural infrastructure.
- Deliver tourism initiatives with a real focus on the rural visitor economy growth, ensuring there is a specific set of activities and investments for this.
- Where possible work creatively with partners to bring redundant rural buildings back into productive life.
- Ensure that the integrated transport strategy has a core focus of effectively serving rural areas with sustainable access and choices.
- Deliver all the commitments in this strategy to ensure that the needs of rural economies are reflected, and a focus is maintained on the delivery of real outcomes.

3. Tourism and Visitor Economy

Our district has an enviable breadth of heritage and natural infrastructure including internationally recognised green spaces and a wide range of activities and attractions. From the Epping Ongar Heritage Railway to the Olympic white-water centre on our doorstep, historic Waltham Abbey to the oldest wooden church in the world. Our mix of things to do, combined with great places to eat, drink and relax, make our towns and villages, and the places in-between, a great destination for visitors and a great place to live. With London on our doorstep and an expanding Stansted Airport to the north, this area has major tourism opportunities.

Businesses have told us this is an economic sector where we can use our green assets to create jobs and income whilst valuing and protecting their future using the income generated and funding sourced, to invest in their future security for the enjoyment of all.

The national tourism economy has outstripped general economic growth levels over recent years. In the district this pattern of growth has been mirrored, and while it is now slowing down in other areas of the country it continues to grow locally at a significant rate. The latest figures show this sector of the Epping Forest District's economy grew by 3% in terms of visitors and value this year taking the overall value to almost £230million, increasing local opportunities for employment, particularly in entry level jobs.

Agreed Actions

- Target with our neighbours becoming one of the government's new tourism zones.
- Boost tourism and visitor spend and promote the High Street offer.
- Work to retain and expand visitor accommodation both in the area or nearby.
- Develop greater coordination and joint working with neighbouring councils and key infrastructure providers such as TFL, Stansted Airport and Greater Anglia rail network.
- Agree a long-term branding and marketing plan with partners in neighbouring council areas for our tourism offer.
- Grow the number of visitors coming to the 'Visit Epping Forest' website.
- Support rural accommodation in pubs and disused buildings.
- Ensure rural broadband connectivity, coverage and speeds.
- Conduct a feasibility study into improved connectivity between the Epping Ongar Heritage Railway and visitors arriving at Epping Station.
- Ensure surrounding districts link into our tourism network.

4. A place for Entrepreneurs and Business start ups

Epping Forest District is characterised by micro and small businesses. There is a strong entrepreneurial spirit and these start-ups have an above average success rate in the number getting past the difficult early years of operation. This is a key feature of our economy and one which we want to encourage and support. These small businesses make up the majority of employment across a district that has very few medium and large employers.

For many years the need for start-up space has been met primarily by the market. A range of serviced and supported office/business accommodation has been established locally across the district including modern and innovative centres such as those at Crate Loughton, BizSpace Waltham Abbey, The Pixel Building and Ongar Business Centre, to service this need.

In other places, where the small business market isn't so strong, these types of developments have required significant public-sector investment to support their establishment and operation. Those in the Epping Forest District are working well but additional capacity to meet demand, and particularly grown-on space, is at a premium as site acquisition often must compete with, and lose out to, residential values or other more traditional usage.

While small businesses are at the core of our economy, they often require additional support to grow to their full potential. It is essential that our businesses get access to grants from external funding bodies in order to grow.

Agreed Actions

- Ensure local small businesses are more able to access major and minor contracts from the public sector.
- Implement a Small Business Charter that encourages and commits large firms in the region to give local small businesses a chance to bid for contracts and agree prompt payment to support cash flow.
- Ensure planning policy implementation looks at opportunities for serviced small business hubs in the delivery of allocated employment sites, regeneration of designated employment sites where appropriate; or in masterplans for strategic sites.
- Ensure the roll-out of superfast broadband and speed improvements respect the needs of small business and clusters.
- Work with external partners to ensure local businesses get their fair share of government and other agencies' grant funding and advice and support services.
- Ensure local businesses and business start-ups are fully represented on the new District Economic Board.

- Resist 'change of use' and look for opportunities to intensify and strengthen existing employment sites.

5. Infrastructure and Transport:

With the M25, M11, mainline railway and extensive London Underground connections (more than many London boroughs), plus access to Stansted and Heathrow airports, the district is well served for primary travel routes. The issue of keeping the district moving and transport infrastructure was the most frequently raised concern throughout the public consultation process. This also brings challenges around climate change and air quality.

However, capacity constraints mean the district itself can become gridlocked, especially if there is a failure on any of these major connections. As this inevitably leads to business disruption, it places more reliance on the use of private transport with the resulting impact on our rural infrastructure and an upsurge in pollution. Crossrail 1 and 2 has the ability to draw traffic away from the current routes and create additional capacity, and four-tracking of the London Liverpool Street line can also provide a range of better travel options for commuters. Given the high and growing number of local commuters, swelled by those from outside accessing the tube in our district, there is real local concern about capacity on existing local links. The need for a robust long-term transport infrastructure investment plan is more central to prosperity in the Epping Forest District than perhaps any other place in the South East.

The Epping Forest District Local Plan sets out policies to support a sustainable transport and road infrastructure network and the Plan is accompanied by an Infrastructure Delivery Plan outlining the infrastructure requirements that are necessary to support new development. The District Council however, has limited control over the provision and management of transport connections. It is important for the district that residents can effectively access, and therefore take advantage of, the new growth and employment opportunities at Harlow, Stansted Airport, London and beyond.

In addition to public transport, new cycle networks and walking trails will encourage sustainable travel to work plus benefit visitors from London and beyond to sustainably access local attractions. Travel within the district has been a traditional source of concern, particularly connecting the more rural locations and this has caused access to employment problems, and restricted residents' ability to participate fully in the life of the community. It is therefore no surprise that the district has particularly high levels of car ownership reflecting the only current practical solution to this need.

Employment sites can also be considered key elements of the district's infrastructure. We know that there is a strong demand for employment space locally but we also face challenges in increasing and enhancing the existing supply. Within this context, the district is targeted to deliver an extra 10,800 jobs over the Local Plan period to 2033. Whilst not all of these jobs will require employment premises, the Local Plan sets out the allocation of 23 ha of new employment sites and supports the protection and enhancement of existing employment sites. Key to the future growth of the district's economy will be the provision of high-quality office and industrial space to support the high start-up dynamic locally, to provide grow-on space for expanding businesses and to attract new investors.

Agreed Actions

- Support Essex County Council to deliver the new M11 Junction 7a at the earliest opportunity and work with partners to deliver early improvements on Junction 7.
- Work closely with TFL/London Underground to retain investment and increase capacity on the Central line, ensuring district representation on decision making bodies. Also support, with partners, the four-tracking option on the London Liverpool Street line.
- Work with Stansted Airport and develop new links for local businesses in the supply chain of this growing regional employment hub and greater opportunities for employment of local people.
- Expand cycle networks in the district.
- Work with partners to ensure an integrated sustainable transport corridor for Harlow and Gilston Garden Town is delivered and explore opportunities for a wider integrated transport strategy for the surrounding boroughs and districts.
- Lobby government, SELEP and other agencies to support our infrastructure need.
- Support the Essex + Herts Digital Innovation Zone (DIZ) and the recommendation of its Digital Innovation Strategy to 'lever local assets to attract investment in digital infrastructure'.
- Support the DIZ delivery plan for its Digital Innovation Strategy to maximise the impact and return on investment for Epping Forest District.
- Promote Epping Forest District as a location for business.
- Support the delivery of new employment site allocations to derive the greatest employment dividend and to deliver employment space that is high quality and flexible, responds to demand and supports the grow-on of local businesses as well as offering opportunity for inward investment.
- Resist change of use of employment sites and look for opportunities to intensify and strengthen existing employment sites.
- Work collaboratively with partners to develop opportunities to source external funding and leverage private sector investment to deliver jobs on existing or potential new employment sites.

6. Partnerships That Deliver for Epping Forest District

The district is dependent upon the areas it is connected to for its prosperity, perhaps to a greater extent than many other places, including other locations bordering London. Residents commute out of the district, accessing employment opportunities not available

locally (typically securing higher paid London jobs) whilst a smaller number of workers from neighbouring districts and London 'commute in' to fill jobs providing a much-needed impetus to the local economy. Many local companies also depend on serving London as well as nationally.

Although vital to our economic wellbeing, the district has no direct control over the institutions and organisations that provide the infrastructure and employment, skills and investment that maintain and enhance our prosperity and wellbeing. The South East Local Enterprise Partnership, central government, colleges, universities and businesses are the dynamo of local growth.

To monitor, influence and challenge these organisations and ensure they are contributing effectively to the prosperity of our district, we must have mechanisms to shape their plans and strategies and work in partnership to keep them informed about our area's strengths and opportunities. It is also vital we work closely with our local stakeholders in the private and public sectors to see new opportunities quickly and work together to tackle barriers to growth.

Agreed Actions

- Establish an Economic Board for the District, bringing together key businesses, infrastructure providers, local councils and research, skills and teaching bodies, to coordinate and fund initiatives locally.
- Establish cross-sector partnerships between East Herts and West Essex to lead, coordinate and promote the local economy and continue to play an active role within the Essex + Herts Digital Innovation Zone to maximise the digital dividend for Epping Forest district.
- Work closely with partners to ensure that opportunities for economic growth are realised in the development and delivery of Harlow and Gilston Garden Town.
- Work closely with the London Stansted Cambridge Consortium to promote the area as a business investment zone for businesses to the north and south of the district and build employment and supply-chain business opportunities at Stansted Airport.
- Maintain effective representation on the South East Local Enterprise Partnership and develop more effective joint working with the Herts Local Enterprise Partnership on programmes that deliver the priorities in this strategy.

7. Skills and Employment

Epping Forest District has a mixed skills base scoring highly for professional skills. It is also home to residents with relatively low skills and but also scores positively with a low level of NEETS (not in employment, education or training).

Those with professional, management or high-end technical skills tend to work out of the district with Westminster and the City of London the top destinations. These are areas where a wider range of jobs and higher salaries can be more easily accessed. The top point of departure for those working in the district is Harlow followed by Uttlesford. There is a

workflow imbalance with a higher number of workers commuting out of the district than coming in. There is an increase in the numbers of people working from home either full time or as part of a flexible work pattern. This is one aspect of the changing face of employment enabled by increased digital connectivity and this will undoubtedly increase. This highlights the importance of digital skills that are key to gaining employment in new digital industries, to utilising the new digital enhancements in existing industries and fundamental to accessing products and services that will increasingly be delivered digitally.

The biggest employment areas in the district are construction, finance & insurance, digital & creative, care, advanced manufacturing and logistics sectors. Of those, construction is the biggest, with the most employees and the most individual businesses. However, the construction sector is evolving with new models of building emerging which are changing the skills sets required. This evolving skills requirement is a feature of most sectors across the district. The district has a relatively low level of public sector jobs, though this would be substantially changed with the relocation of Princess Alexandra Hospital.

The backbone of the local economy is micro and small businesses with over 90% of local businesses falling into this category.

Agreed Actions

- Support the launch and delivery of forthcoming T Qualifications by building stronger links between education and training providers and local businesses.
- Work closely with the new owners of Epping Forest College through the newly established 'Advisory Board' to ensure the curriculum offer is designed around the needs of local businesses and residents.
- Work with local businesses and skills and training providers to ensure the right skills are available in the district at all levels.
- Create a skills charter to ensure local stakeholders understand the needs of local businesses and agree to offer opportunities and supportive trading conditions to promote business security and growth.
- Work with Public Health England, and Stansted Airport to secure employment opportunities for local people.
- Work with the NHS to bridge the gap between skills provision and employment needs.
- Work with the Department of Work and Pensions (DWP) to help the economically inactive into work.
- Work with developers and future occupiers of new employment sites to maximise employment, skills and training opportunities for local people.
- Support the Essex + Herts Digital Innovation Zone (DIZ) and the recommendation of its Digital Innovation Strategy to 'futureproof the local economy by upskilling for the future of jobs'.

Conclusion

This strategy has been designed to support our successful local economy at a time of significant change. It has been produced after significant engagement with local stakeholders including businesses and partners from neighbouring areas. It looks to 'add value' to the development of employment and growth and identify those areas where a more joined up approach can unlock new opportunities to enhance local prosperity. Therefore, the strategy is designed around our 'place' rather than simply the District Council and looks to continue the strong engagement that emerged during consultation through to the practical work to future proof our economic success.

The next stage will be the establishment of a District Economic Board to agree and oversee a detailed work programme/delivery plan to manage the projects and initiatives identified in the strategy over the lifetime of the plan. The Economic Board will be drawn from leaders for our main business sectors and public bodies that have a role in resourcing and supporting economic growth. It is only through effectively harnessing the expertise and investment of these organisations that we can effectively deliver 'a great place to live, work, study and do business'.

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Nurturing Growth: Consultation feedback

What they said?	What we did?
1. Little appetite for focus on policies around intensive farming and the glasshouse industry.	1. We removed this section.
2. It was felt that there was not enough rural focused policymaking.	2. A key agreed action is that we will create a rural strategy for this District. The development of a rural strategy is now a key priority in this document.
3. Key concern was expressed around climate change and how this should be more thoroughly integrated into the vision and key priorities of this strategy. Respondents also indicated there were environmental issues to be addressed around the sustainable growth of Stansted Airport.	3. References to Climate Change and sustainability have been increased throughout the document from the vision to key actions and comment around Stansted expansion amended.
4. Improving transport infrastructure is a key concern of residents, across the consultation and was cited around a diversity of challenges including climate change, housing growth, rural employment and also High Streets.	4. There are several actions which have been introduced to support the development of more integrated transport networks across the district.
5. Concerns were raised about town centres and their long term sustainability.	5. An action has been now been introduced around supporting the Overview and Scrutiny Task and Finish Panels ongoing investigation into the sustainability and success of town centres in the district.
6. Respondents stated that improving digital infrastructure in the area was an important issue around future proofing economic success	6. The strategy confirms that the council will continue the rollout of the Superfast Broadband to rural areas and will continue focus in this priority. Epping Forest is also a member of the 'DIZ' a partnership body which looks at improving digital policymaking across district boundaries.
7. Better partnership working needed to deal with key economic issues facing the district.	7. The document states that an Economic Board involving key leaders from the public, private and voluntary sectors in the district will be established to oversee a detailed work programme around implementing the actions of this strategy.

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Epping Forest Economic Strategy “Nurturing Growth” Stakeholder Conference

13th November 2019 - Theydon Bois Village Hall



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Executive summary

The stakeholder event on Wednesday 13th November 2019 provided a forum for a vibrant discussion on the issue's partners felt were critical to a prosperous future for the district. The attached report shows a wide range of issues and subjects that were raised. but a few key themes constantly came to the fore. These included infrastructure and transport, keeping the district on the move sustainably, the future importance of digital to our economy and the need to approach all these challenges in a more joined up way, involving local stakeholders in shaping economic policy and programmes.

Welcome from Our Chairman

Guests were welcomed to the event by the Chairman of Epping Forest District council, Cllr Richard Bassett.

The Chairman began by giving a brief insight into the local economy and highlighted the importance of having a range of business sectors in attendance. He then discussed the challenges that the local economy is facing and how events like these can help to identify key local priorities and set out how we can work together to ensure we can build prosperity for everyone to share.

Setting the scene - Our District

John Houston, from Epping Forest District Council, opened by talking about the 'Nurturing Growth' discussion paper. The aims of this paper is to paint a picture and vision of our local economy through looking at the trends and data that will shape success going forward. He then highlighted that central to success will be the districts ability to lever inward investment from both private and public organisations, and the need to include measurable actions in the document that would unlock this investment.

John then introduced the key speakers for the event, drawn from a variety of key local organisations and businesses, who would give their perspectives on the themes in Nurturing Growth.

At this point, it was reiterated that the day was put together to discuss and help confirm our key economic priorities and allow delegates views, to shape how we go forward together.

Our panel

A number of key priorities were identified from previous discussions and consultation and had been set out in Nurturing Growth. Partners from across the economy had been asked to present their views on our current performance and emerging priorities.

First up, was the Essex + Herts Digital Innovation Zone (DIZ) Programme Manager, **Mike Warr** who spoke about the future of **digital** and its importance to numerous sectors. These included health and social care, our high streets and how we all interact on a daily basis through technology and connectivity. The DIZ is working across West Essex and Eastern Hertfordshire to help future proof local economic performance in an age where digital impacts all sectors.

David Sprunt, from Essex County Council Highways then presented on what he saw as the key **infrastructure** challenges that needed to be addressed with infrastructure in the region. He covered the following topics; Highways, airport links, rail, tube and buses, identifying current and future investment and emerging concerns, particularly the recent announcement that the Central Line was reducing train frequency. He then considered the need to factor in climate change, which is recognised as a part of infrastructure impact which is now unavoidable. He concluded by talking about the future of infrastructure, in particular covering the use of autonomous vehicles.

Two partners gave different angles on '**meeting the skills challenge**'. **Phil Hall** (New City College) looked at the skills supply side, and **Ian Tompkins** of the CCG tackled the issues faced from a demand perspective.

Phil began by talking about the improvement journey since New City College took over the Epping Campus last year. It was central to their continued progress that the curriculum offered was based on the real needs of local businesses. Upskilling and training those within the district in order to meet the needs of local businesses and give students new opportunities.

Ian followed Phil by highlighting the issues faced by the healthcare sector, particularly the scale of current unfilled vacancies and the

ongoing competition from London to retain trained staff. This sector offered a great opportunity to 'grow our own skilled workforce' to meet our own needs and this link was not being made effectively at this moment.





Nick Shuttleworth from the Rural Community Council of Essex, spoke on the specific challenges facing our **Rural** communities, and the key opportunities that we have as a district. The need to secure investment for rural programmes was key he felt, as was infrastructure to enable them to be economically vibrant. It was also really important to enable the voice of local communities to be heard and help shape practical programmes.

We then gained insight on what it means to **Support entrepreneurs** from **Adam Walker** the founder of Crate. CRATE fostered a curated approach to business incubation based on conversions of shipping containers. Crate was founded in Epping Forest and has now expanded across London.

Adam spoke about the importance of curating innovative start up environments for small businesses, as well as a few of the challenges facing business start ups in our area. He applauded

Epping Forest for being an area where start ups are remarkably resilient compared to other areas also.

Del Goddard from Vibrant Partnerships, which manages Olympic venues and many other visitor attractions on behalf of Lee Valley Regional Park, then spoke about the visitor economy and it's worth to the area.

Tourism in Epping Forest was worth £233 million in 2018, and provided 8% of local employment with great potential to grow further.

Del commended the work of local partnership organisations in highlighting opportunities ahead and targeting the development of a cross border Tourism Zone which will seek to improve co-ordination of local attractions and pursue new investment and income opportunities.

Carol Byatt from the Epping Forest Chamber of Commerce concluded the panellists introductions focusing on **town centres**. She spoke about our current strong mix of independent and national chain stores on our high streets. Carol then went to talk about the pressures she knows our high streets are currently under particularly, competition from out of town retail offers, and the growth of online retailing, Carol concluded by challenging local partners to work together so we can keep our highstreets vibrant and resilient for the future.

The Q & A

After insights from the panellists, a Q&A session was hosted by Clare Morris, of RethinkPartners and former Chief Executive of West Essex CCG. This gave attendees the chance to pose questions to the panel.



Various questions were asked, linked to what was said during the panel introductions. This then set the tone for the workshops later on that morning.

After the Q and A, guests were able to network during the coffee break, as well as have a look at the various stalls of organisations supporting the event. These included stalls from the Epping Forest Chamber of Commerce, Epping Forest District Council Economic Development team and the Community, Culture and Wellbeing team, Epping Ongar Railway, Federation of Small Businesses, Haslers, Invest Essex, Rural Community Council of Essex and WYG, who were conducting a consultation on the St Johns Road development.

The workshops

Workshops were led by the panel speakers and attendees were asked three key questions around the themes that the panellists explored prior to the break.

- How we are currently performing?
- What are the challenges and opportunities?
- What is the best approach to tackle these?

Digital

This workshop felt that there are opportunities for all organisations to become more digitally enabled. The speed of take up was often linked to capacity and resources, for example big companies can take advantage of what digital technologies are in place, smaller firms and charities need more support.

It was felt that there are real issues and concerns around trust and cyber security. There was recognition that fast broadband connectivity in many areas in the district is good following local investment.

There was a growing understanding it was felt of the value digital brings to the local economy. For instance, for local businesses it gives the chance to create a platform for themselves through the digital marketing approach, allowing them to reach many new potential customers. The workshop then looked at what the challenges are, especially around the digital skills gap in the district, which might be related to the age profile of the district. The workshop felt that there is a need for community 'experts' to reduce this gap and support people to participate more in digital learning. The affordability of digital technologies was highlighted, meaning businesses may not have access to these technologies, as well as being unclear about how their use can improve business models.

A final challenge is getting people to understand what they can do with faster connectivity. What they can do 'today' as opposed to what they could do 'yesterday'. The workshop felt that the best approach to tackle these challenges is to upskill and educate businesses and residents, through digital inclusion networks. In order to make 'digital' more affordable it was agreed that the potential of collective broadband purchasing should also be pursued.

Infrastructure

The workshop felt that rural areas are greatly under resourced in terms of infrastructure. This is particularly due to poor public transport links and connectivity with neighbouring hamlets, towns and villages. It was felt that urban areas, on the other hand, are well connected with transport links and roads.

Participants focused on the reduction of trains on the central line to Epping by TFL and the negative impact this would have. In addition the workshop highlighted the lack of public transport in the north of the district. They also looked at the reality of being able to provide infrastructure for new housing development and the concerns that the policies in particular for connecting new settlements would not work in reality. The best approach to resolving these challenges, may be to look at integrating, developing and agreeing on an intergrated regional transport plan. This would involve getting different organisations to identify gaps in transport infrastructure

and looking at joint action to address them. It was added that any plans for major local infrastructure developments would need to include in the process the insights from digital infrastructure providers.

Meeting the skills and workforce challenge

The workshop felt there currently is a clear definition of the skills needed by employers to shape the offer of education provider's. The group flagged the need for better promotion of the local offer and awareness, also the importance of events like this, as well as job and careers fairs, to bridge this gap.

The workshop identified that people and employees increasingly want choice and flexibility. They want to adopt a kind of 'on demand' attitude to work; rather than sticking to the traditional 9-5. It was also recognised that there is a need for better preparedness for work, for example better

preparation and understanding on the state of peoples employability, skills and attitudes, including time keeping and reliability.

Connectivity and communication between employers and skills providers is key, to make people more aware of the opportunities and services they can access.



Rural

Many of the key issues around rural challenges had also been covered in other workshops for example, digital connectivity. It was felt by some participants that planning policy is limiting growth of companies in rural areas and therefore their ability to provide jobs and income.

Other challenges that were raised were around poor transport links, for example bus routes in rural areas which are not convenient and are infrequent. This has a critical impact on staff being able to access rural jobs sustainably.

This problem could be tackled to a degree by creating cycle to work and mini bus schemes. These schemes would have to be reviewed annually to make sure they are effective and offer value for money.

Supporting Entrepreneurs

The workshop felt that overall the district had a good story to tell on this issue. There has been a lot of private sector investment in the area, particularly on incubation space and business/office accommodation is quickly being taken up. CRATE was used as an example of a workspace which has supported the success of many different types of businesses from different sectors.

The challenges for entrepreneurs is the affordability for business start ups as well as deciding where it is best to be based. Another major aspect which is both a challenge and an opportunity is the growing night time economy. More and more people are purchasing products and services in the evening, meaning that changes to how businesses work will need to be looked at, in order to be more successful.

Challenges may be tackled best by creating environments to bring people together, as well as having the opportunity to influence planning policies, for example in encouraging and creating business incubation spaces.

Another solution would be to focus on high employment density land use, looking at the mismatch between employment targets, job creation and land use.



Tourism

The workshop confirmed that tourism, visitor and leisure sectors were crucial within the district, with Epping Forest having many historical points of interest for tourists. The workshop also noted that currently there is need to achieve active lifestyles, through activity groups, if we are to promote healthier lives. These connections need to be more effectively made.

One of the key challenges identified by participants is that there are little transport links between tourist attractions. To tackle this the idea of tourism buses taking people from attraction to attraction was brought up. This would enable people to visit multiple sights in a day for one set price and hold greater tourism spend within the districts different attractions.



The workshop also recognised that it is important to create facilities for affordable days out, that are promoted effectively with good marketing.

Town centres

The workshop began by agreeing that Town Centres are crucial for a thriving local economy. It was highlighted that Epping Town Council have tried revamping the market, but are struggling, it was felt, due to insufficient parking. Ongar High Street has also been struggling in the last few months due to footfall issues, and longstanding businesses closing, which is common across many of the highstreets in the district. A challenge that was highlighted is around the perceived attractiveness of many of our highstreets, as well as there being parking issues for some of them, and this needs to be addressed. The workshop felt that there needed to be a clear plan and suggested it would be a good idea for council incentives, to be put in place to encourage the diversification of the types of shops and services on high streets. This could diversify the town centres offer, maintain footfall and recognise the change in retail markets and their role.

Closing Remarks

At the end of the morning, closing remarks were given by Alan Jefcoate, from the Federation of Small Business, who began by thanking everyone for attending. He then spoke briefly on the importance of events like this, especially for small business owners, as it allows them to come together and discuss important topics with others and influence policy makers.

Your Notes

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Nurturing Growth Discussion Paper

Version 2– October 2019

An updated discussion paper to support work on a new strategy to drive economic development in the District up to 2025

 **Epping Forest
District Council**
www.eppingforestdc.gov.uk

Report to the Cabinet

Report reference: C-039-2019/20
Date of meeting: 26th March 2020



**Epping Forest
District Council**

Portfolio: Customer Services – Cllr S Kane
Subject: ICT Strategy
Responsible Officer: Christine Ferrigi (01992 564179).
Democratic Services: Adrian Hendry (01992 564246).

Recommendations/Decisions Required:

That Cabinet approve the replacement of the existing 2018-2023 ICT Strategy with a revised two-year Strategy for 2020-2022.

Executive Summary:

The current ICT Strategy was drafted in 2017 for implementation throughout 2018-2023. An independent review was recently carried out across ICT and the organisation to refocus on current and near future requirements.

The outcome of the independent review was that a revised ICT Strategy (Appendix A) would be required to focus on the expectations of the organisation for the next two years, by improving the basics and making better use of what we already have and investments that we have already made. This aim promotes an element of the Council's Customer Strategy; fixing the basics and an element of the MHCLG Local Digital Declaration (Appendix B); fixing our own plumbing.

Reasons for Proposed Decision:

The current Strategy was developed in 2017, the organisation has moved on considerably and so have the requirements and expectations of ICT, meaning that the current Strategy is no longer fit for purpose.

Other Options for Action:

Consideration was given to continuing to work to the 2018-2023 ICT Strategy, this was discounted as the Strategy is no longer fit for purpose and would not achieve the desired outcomes for the organisation.

Report:

1. The current ICT Strategy was drafted in 2017 for implementation throughout 2018-2023, an independent review was recently carried out across ICT and the organisation to refocus on current and near future requirements.
2. The outcome of the independent review was that a revised ICT Strategy (Appendix A) would be required to focus on the expectations of the organisation for the next two

years, by improving the basics and making better use of what we already have and investments that we have already made. This aim promotes an element of the Council's Customer Strategy; fixing the basics and an element of the MHCLG Local Digital Declaration (Appendix B); fixing our own plumbing.

3. The intention of the 2018-2023 ICT Strategy was to improve corporate performance and customer service, improve ICT performance, enable the reduction in accommodation, and the changes in the use of that space and to enable users to work flexibly and more efficiently. All of those intentions remain the same.
4. The Strategy sets out the overall aims, objectives and benefits of the revised ICT Strategy for 2020-22. By the end of this period there will be a new Corporate Plan, that will require a new ICT Strategy.
5. Each theme of the ICT Strategy supports an area of the Council's Corporate Plan, with the aim to become Customer First and to be Digital by Default.
6. Updates on key milestones will be presented at the officer Quarterly Performance meetings and through Stronger Council.

Resource Implications:

Resources have been allocated through the recent budget process for £1.2m for 2020-2022 to support the delivery of the Strategy.

Legal and Governance Implications:

None.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

Informal consultation was undertaken with Service Directors and Service Managers during an independent review, which informed the key themes of the Strategy.

Background Papers:

None.

Risk Management:

Alongside Appendix A, there will be a detailed programme of works that captures numerous items including risks and mitigation. These items will be reviewed and monitored on a monthly and quarterly basis, acting where required.

Equality Impact Assessment

Section 1: Identifying details

Your function, service area and team: Business Services – ICT

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: ICT Strategy

Officer completing the EqIA: Christine Ferrigi: Ext: 4179 Email: cferrigi@eppingforestdc.gov.uk

Date of completing the assessment: 26th February 2020

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? Change to existing programme – ICT Strategy 2018-2023
2.2	Describe the main aims, objectives and purpose of the policy (or decision): Reference page 1 of Cabinet Report. What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)? Reference page 1 of Cabinet Report.
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas of known inequalities?• All the above groups will benefit from the improvements made throughout the implementation of the revised ICT Strategy. Will the policy or decision influence how organisations operate? Yes, from a technology point of view.

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No</p>
2.5	<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>The proposed revised ICT Strategy supports the current Corporate Plan, including the Accommodation Programme and the Customer Strategy.</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	<p>What does the information tell you about those groups identified?</p> <p>All employees, including Members will be affected as users.</p>
3.2	<p>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?</p> <p>Informal consultation was undertaken with Service Directors and Service Managers during an independent review, which informed the key themes of the Strategy.</p>
3.3	<p>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:</p> <p>N/A.</p>

Section 4: Impact of policy or decision

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

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

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

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

Section 7: Sign off

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

Signature of Head of Service: P Maginnis

Date: 26.02.2020

Signature of person completing the EqIA: C Ferrigi

Date: 26.02.2020

ICT Strategy

Stakeholder Document (draft)



Epping Forest District Council



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Introduction

As with all technology, changes develop rapidly, which has led to a review of our 2018-2023 ICT Strategy and a decision to replace this with a two-year strategy for 2020-22.

The intention of the 2018-2023 ICT Strategy was to improve corporate performance and customer service, improve ICT performance, enable the reduction in accommodation, and the changes in the use of that space and to enable users to work flexibly and more efficiently. All of those intentions remain the same.

The roll out of laptops to employees, as well as the roll out of O365 Teams were achieved by the current strategy and both support flexible and remote working.

This document is for Stakeholder use and sets out the overall aims and objectives of the revised ICT Strategy for 2020-22. By the end of this period there will be a new Corporate Plan, that will require a new ICT Strategy.

Alongside this document there will be a programme of works that captures actions, key milestones, risks and mitigation, interdependencies, a communications plan, programme governance, an issue log, budget V actual spends and other items.

Updates on key milestones will be presented at the Stronger Council Quarterly Performance meetings.

Who are ICT Stakeholders?

Anybody with a vital interest in ICT, including all employees and Members.

Aim

The aim of the revised ICT Strategy is to focus on improving the basics, by making better use of what we already have and investments that we have already made. This aim promotes an element of the Council's Customer Strategy; fixing the basics and an element of the MHCLG Local Digital Declaration; fixing our own plumbing.

Each theme of the ICT Strategy supports an area of the Council's Corporate Plan, with the aim to become Customer First and to be Digital by Default.

Technology alone cannot change the way we work; it should be an enabler to support and facilitate the organisation to have a digital focus.

The ICT Strategy promotes the **Business Services Principles** of

- providing excellent advice and service to our customers
- building resilience
- building flexibility and agility in terms of thinking, ways of working and service delivery, and
- driving continuous improvement

The ICT Strategy also reflects the **Councils drivers for change**

- Customers – Building services around the people we serve
- Efficiency – Making the very best of our people, time and money
- Effectiveness – An agile, flexible workforce achieving our ambitions and working together and in partnership

Costs

A budget of £1.2m has been allocated through the budget process for 2020-2022 to support the delivery of the Strategy. There will be a resource cost associated with every theme.

Key Themes overview

	Strategy Theme	FY 20/21	FY 21/22	Stronger Council	Stronger Communities	Stronger Place	Essential Maintenance	Corporate Compliance
1	People/restructure of ICT	✓		✓			✓	✓
2	Reimplementation of HOTH - Service Desk Software	✓		✓			✓	✓
3	Accommodation Programme	✓	✓	✓	✓	✓	✓	✓
4	Flexible and remote working	✓		✓	✓	✓		
5	Device, desktop and laptop strategy	✓	✓	✓	✓		✓	✓
6	Mobile Phone review	✓		✓	✓		✓	
7	Infrastructure review	✓	✓	✓	✓	✓	✓	✓
8	Cyber Security review	✓	✓	✓	✓		✓	✓
9	Business Application Review	✓	✓	✓	✓	✓	✓	✓
10	New Housing and Asset Management ICT Solution	✓	✓	✓			✓	
11	Supporting the Customer Strategy	✓	✓	✓	✓			
12	Members Digital Roadmap	✓	✓	✓	✓	✓	✓	✓

Key themes detail

What are we doing? What are the benefits?

1. People/restructure of ICT

The changes proposed are to reorganise the ICT Team at the Team Manager and Employee level. As part of the People Strategy most of the Council has been through this process, however, some Teams in Business Services were put on hold for various operational reasons and ICT was one of those teams.

Whilst the proposed restructure reduces FTE, we will be increasing the capability of the ICT Team and making improvements to the operating model, whilst adopting best practices and frameworks.

We will be assessing service provision throughout the delivery of the Strategy and may need to supplement resources at certain points, where additional interim capacity is required.

Benefits: The organisation should expect to see a reduction in operating costs and a structure designed to (a) ensure skills and capability in place to support overall strategy (b) continue to deliver our transformation programme and continuous service improvement, resulting in service improvements.

2. Reimplementation of HOTH (House on the Hill) - Service Desk Software

Most employees would have used HOTH as an internal customer to log service requests or faults and we often hear of frustrations regarding how complex it can be to use. ICT also use HOTH to receive and manage their workloads.

The current version has been heavily customised and is no longer fit for purpose, so we are currently working with the provider to reimplement a simpler version.

Benefits: The new version will be user friendly and will contain an ICT asset management module and a variety of management reports that we require to monitor and measure performance across ICT, which we can share with our Stakeholders.

3. Accommodation

The Accommodation Programme requires substantial ICT support to provide high quality ICT services and technology solutions to support the Council in delivering excellent services to residents, regardless of the office location. There is a separate milestone plan for this programme, which includes supporting decant, cabling, audio and visual provisions and testing and commissioning of workspaces.

Once we return to the building following the refurbishment works, we know that the space will be used in a different way, allowing collaboration, so we need audio and visual provisions that are fit for purpose.

Whilst building our audio and visual architecture, we will also review our telephony with the intention to reduce costs and move to a modern cloud hosted and managed

solution, whilst ensuring the solution is fit for working remotely and supporting the Customer Contact Centre as the largest user group.

Benefits: The ability to generate income via use of the meeting spaces available. An improved telephony user experience, also resulting in improved customer service.

4. Flexible and remote working

Where their role permits, all employees have been issued with an EFDC laptop to enable them to work flexibly and remotely.

We have also rolled out O365 Teams so that employees can communicate with their colleagues or teams without being in the same location. We are due to enable the external use of Teams, so that those we communicate with outside of the organisation can also use this method to connect with our employees; making collaboration easier.

As we move towards a 6/10 desk ratio and employees want to take advantage of the opportunity to work in a different way, we want to ensure that employees have the best possible working experience when working away from the office, with a well-maintained infrastructure, security provision and reliable connectivity using an EFDC laptop, a mobile device or their own computer equipment.

The wider Office 365 rollout will enable staff to access Office 365 tools on any device including a mobile phone and will reduce the costs of using other current technologies (Blackberry mobile).

EFDC have recently signed up to be a user of Gov Roam Wifi and are in the process of carrying out the necessary works to go live. The use of Gov Roam Wifi means that our employees will be able to connect to and work from any other site that is Gov Roam Wifi enabled, and EFDC will be able to host those employees who have had their devices enabled with Gov Roam Wifi; this allows collaboration and an opportunity to work in a different way and from various other sites.

Benefits: The ability to work flexibly and remotely, whilst collaborating with colleagues and partners and meeting the 6/10 desk ratio requirement.

5. Device, desktop and laptop strategy

We are currently in the process of ensuring that all ICT devices are on supported versions of operating systems and application software; reducing support issues.

We will standardise on fewer remote connection methods (VPN), which will drive small cost reductions over time.

Up until recently we did not have any policies in place around what was being installed on lap tops and the set-up of laptops; we now do.

The team that manage our Servers, Security and Network are currently separate to the team that manage and support desktops, laptops, iPads and mobile phones,

which can cause delays in finding resolutions for users. In the restructure, those areas of responsibility sit together in one team, providing a quicker turnaround time on resolutions.

Benefits: A reduction in ICT's effort in maintaining the ICT estate through use of automated tools, resulting in an improved user experience.

6. Mobile phone review

As an organisation we currently have a contract for in place for 700 mobile phones, which would mean that every employee has at least one mobile phone, and in some cases, two.

The purpose of this review is to understand our assets by carrying out an audit of mobile phones not being used to reduce the volume in the current contract and then significantly reduce current costs by (a) encouraging and supporting BYOD (visibility of EFDC emails on a personal device) and (b) negotiating a contract with a supplier.

Once this review has been carried out we must ensure that there is a management process in place for requesting the purchase of a mobile phone.

Benefits: A reduction in the cost of our mobile phone contract.

7. Infrastructure review

The Council currently has its own private network, which is set up and managed well, however, this comes with a dependency on the Civic Office and a limited Business Continuity/Disaster Recovery capability, resulting in business risks.

Focusing on Business Continuity/Disaster Recovery, ICT Consultants, Itica, have recently carried out an options appraisal which explores cloud hosting of our server infrastructure, resulting in an optimum BC/DR service.

As an interim measure, we are currently increasing the speed of our current network.

Benefits: Increases resilience across the network and users that work from satellite offices and from home will notice an increase in the speed of their technology.

8. Cyber Security Review

We recognise that users often become frustrated by our heightened ICT security, as it can be a barrier to operating as a modern business and this also generates lots of contact to the Service Desk regarding blockers.

Due to the security methods that we use, we are fortunate to have never had any major security issues or breaches with ICT and we must continue to remain PSN and Coco Compliant, whilst ensuring the right balance between threat protection and delivering a modern ICT service.

Decisions on a balance of risk acceptance and usability will be made by the Leadership Team, rather than the responsibility being with our Security Officer(s),

whilst also carrying out an independent reviewing and seeking advice from other Councils.

Benefits: Improved user experience in modern ways of working and a reduction of contact to the Service Desk.

9. Business Application Review

There are currently 90 plus applications used across the organisation. We are in the process of building a portfolio of all of these applications, including user groups, costs, and contract renewal information; amongst many other things. We will need the support of the organisation to identify any 'grey', unsupported applications that we may not be aware of.

By working with the business, we want to ensure that the Council is getting optimum value for money from its business applications, whilst reviewing if they are fit for purpose and for the future by reviewing the compatibility of the application with mobile devices, our CRM tool and integration with online web services, as well as the suppliers plans to move towards a web based or cloud hosted service.

This review will also identify duplication, reduce unnecessary use of spreadsheets and associated risks and ensure that business applications can support Council's strategic objectives (we will devise a plan for those that cannot, including options appraisal/soft market testing).

We will work with the organisation to prioritise which order we review applications in.

We will create a blueprint for assessing all potential new applications.

As the restructure introduces Business Partner roles, they will be responsible for monitoring and managing supplier performance and with the reimplementation of HOTH our data regarding faults and issues will drastically improve.

Benefits: Applications that are value for money and fit for purpose. Improved supplier performance. A reduction in duplication across applications, resulting in a reduction in processing time. An increase in online self-service options for customers; resulting in a reduction of direct contact to the Customer Contact Centre. A reduction in the total cost of Business Applications.

10. New Housing and Asset Management ICT Solution

ICT Consultants, Itica, are currently supporting EFDC to procure a Housing and Asset Management ICT solution, to replace the current of the end-of-life application; starting with a Housing Repairs module.

Benefits: A reduction in the use of spreadsheets and associated risks, increase in staff performance through automation of tasks, digital service delivery, mobile service delivery, increased tenancy sustainability, improved revenue collection and debt prevention.

11. Supporting the Customer Strategy

Proposed structure introduces a Business Partner and Assistant Business Partner roles focusing on Digital Focus, with a considerable amount of their capacity being focused on supporting our Customer function. Their focus will remain on automation of tasks and processes.

Benefits: An increase in online self-service options for customers; resulting in a reduction of direct contact to the Customer Contact Centre and a reduction in back off time of processing requests.

12. Members Digital Road Map

Cabinet have drafted a digital road map for Members, which in the main features across the key themes listed above. Members will be treated as a business unit in their own right throughout the delivery of the ICT Strategy.

Benefits: Improved user experience and an uptake in the use of technology solutions.

High level timeline

Key Theme	FY 2020/21				FY 2021/22			
	FQ1	FQ2	FQ3	FQ4	FQ1	FQ2	FQ3	FQ4
People/restructure of ICT								
Reimplementation of HOTH - Service Desk Software								
Accommodation Programme								
Flexible and remote working								
Device, desktop and laptop strategy								
Mobile Phone review								
Infrastructure review								
Cyber Security review								
Business Application Review								
New Housing and Asset Management ICT Solution								
Support of the Customer Strategy								
Members Digital Roadmap								

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The Local Digital Declaration

A common aspiration for the future of local public services

July 2018

Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by signing the Declaration and committing to deliver a first action from which we can all benefit.

The opportunity

Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty.

Great work has already been done to transform our services using digital tools and technology. But we have an opportunity to do more.

Our ambition

We want to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. We know that one size doesn't fit all, but by developing common building blocks local authorities will be able to build services more quickly, flexibly and effectively. Only in this more open and flexible market will we unlock our full potential for innovation.

Our ambition requires both a culture shift and a technology shift, and we've agreed 5 principles to help us do it:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.

3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

Our commitments

MHCLG will establish a delivery team to support all Declaration co-signatories in realising this ambition. It will play a leadership role within central government, advocating for the approach set out in this declaration. It will work with councils as equal partners to create the tools and conditions for reform, delivering common technical patterns and routes to procurement for core services. And, as part of a collective effort alongside local government networks, it will help local authorities find out about priority projects that support this mission and support the continued growth of the local digital community.

In addition, each co-signatory will commit to the following activities:

Our leaders, service managers, board members and politicians will:

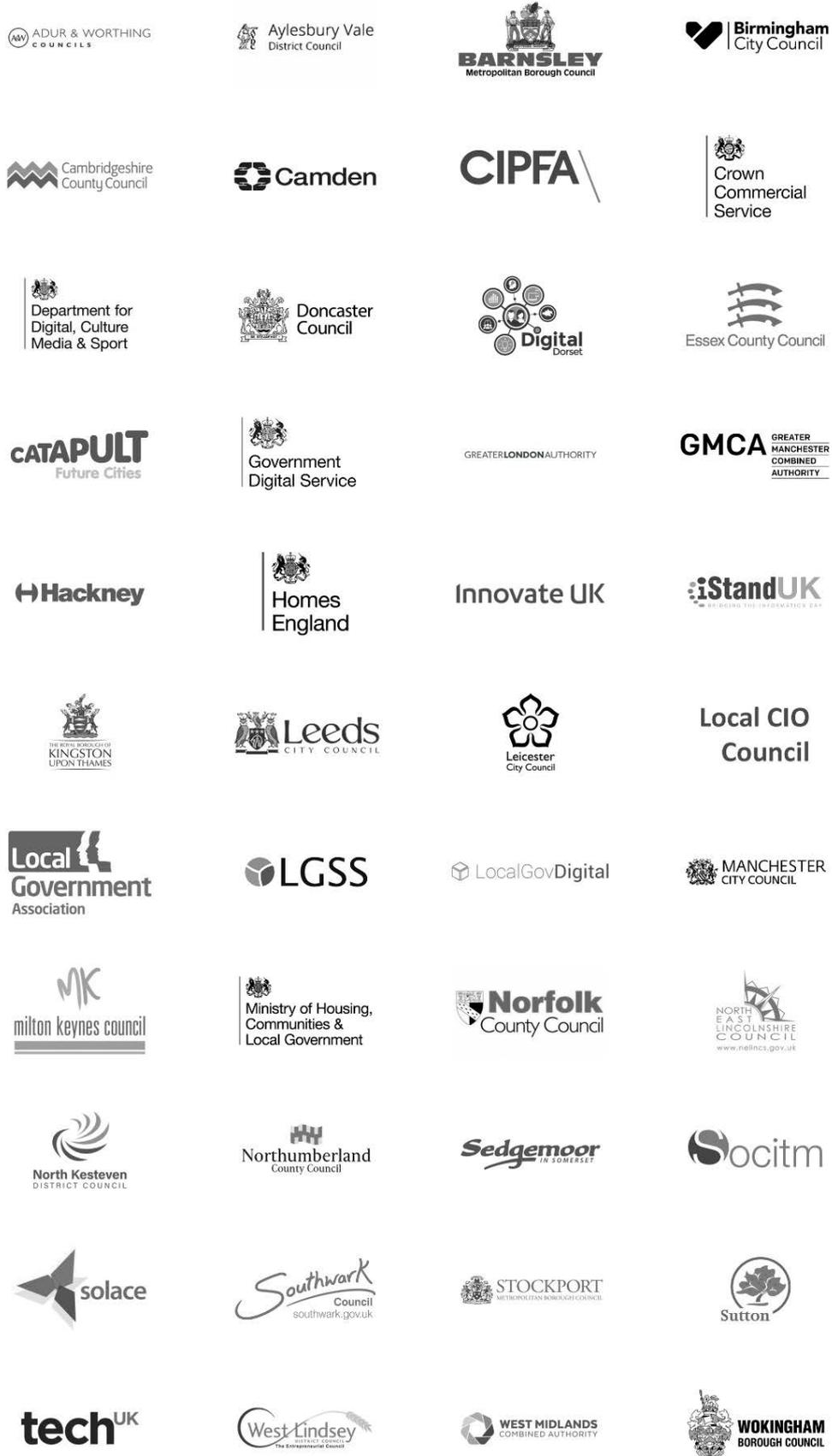
- A. Make sure that digital expertise is central to our decision-making and that all technology decisions are approved by the appropriate person or committee. This will ensure that we are using our collective purchasing power to stimulate a speedy move towards change.
- B. Have visible, accessible leaders throughout the organisation (publishing blogs, tweeting and actively participating in communities of practice), and support those who champion this Declaration to try new things and work in the open.
- C. Support our workforce to share ideas and engage in communities of practice by providing the space and time for this to happen.
- D. Publish our plans and lessons learnt (for example on blogs, [Localgov Digital slack](#); at sector meetups), and talk publicly about things that have could have gone better (like the [GOV.UK incident reports blog](#)).
- E. Try new things, from new digital tools to experiments in collaboration with other organisations.

- F. Champion the continuous improvement of cyber security practice to support the security, resilience and integrity of our digital services and systems.

Our transformation, information technology and digital teams will:

- G. Research how to reuse existing user research, service design, common components, and data and technology standards before starting to design or procure something new.
- H. Build capacity in service-design, so that each service we transform is informally tested by our peers against our national [service standard](#) where appropriate (GDS will be publishing a local-friendly iteration).
- I. Where appropriate every new IT solution procured must operate according to the [technology code of practice](#), putting us in control of our service data, using open standards where they exist and contributing to their creation where they don't.
- J. Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others.
- K. Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our shared customers and reduce the need to ask citizens for the same information multiple times.
- L. Work together to create common solutions that allow us to check people's eligibility for services with central government and others in real time with their consent.
- M. Take inspiration and ideas from a wide range of sources, and participate individually in communities of practice and interest outside the organisation (for example, [LocalGovCamp](#), [OneTeamGov](#), and related networks and events).

Co-publishers



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Report to the Cabinet

Report reference: C-033-2019/20
Date of meeting: 26 March 2020



**Epping Forest
District Council**

Portfolio: Planning – Cllr Philip
Subject: Harlow and Gilston Garden Draft Healthy Town Framework
Responsible Officer: Simone Williams (01992 564035)
Democratic Services: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

To agree that the draft Harlow and Gilston Garden Healthy Town Framework is published for a six-week period of public consultation; and following consultation the document will be updated. The final Healthy Town Framework will be brought back to a subsequent meeting to be agreed as a material planning consideration for the preparation of masterplans, pre-application advice, assessing planning applications and any other development management purposes

Introduction and Executive Summary:

Harlow and Gilston was designated as a Garden Town by the Ministry for Housing, Communities and Local Government in January 2017 and will comprise new and existing communities in and around Harlow. The District Councils, Harlow, East Herts and Epping Forest are working together with Hertfordshire and Essex County Councils to ensure plans for the Garden Town support sustainable living and a healthy economy; provide a good quality of life for existing and future residents; and respond to local landscape and character.

The Harlow and Gilston Garden Town (HGGT) Vision sets out, as one of the objectives, that the Garden Town will be a healthy place to live. To ascertain the features that make a healthy town, the HGGT Team commissioned Town and Country Planning Association (TCPA) to prepare a Healthy Town Framework (draft Framework). A number of key stakeholders were involved in the preparation, including the NHS Clinical Commissioning Groups, NHS Trusts (including Princess Alexandra Hospital), Public Health England and the Harlow Health Centres Trust.

The document provides a framework for realising the HGGT Vision and will provide guidance for development proposals to ensure the HGGT becomes a healthy place to live and supports the wellbeing of existing and future residents.

The draft Framework was agreed by the HGGT Member Board in July 2019 and the next stage is to seek agreement from this Council to publish for consultation.

Reasons for Proposed Decision:

Following consultation and any subsequent revisions to the document, including the preparation of an accompanying Health Framework Action Plan, it is intended to give planning weight to the Framework by endorsing it as a material planning consideration. This status will ensure that development proposals will achieve garden town ambitions, and that clear parameters are established for future master planning pre-application advice, assessing planning applications and any other development management purposes within the HGGT.

Other Options for Action:

Not to agree the draft Framework for consultation would mean that there would be no agreed approach to ensure that development proposals will achieve the HGGT ambitions to improve health and wellbeing.

Report:

1. As part of the work for the HGGT, Epping Forest District Council has been working in partnership with Essex County Council, Hertfordshire County Council, Harlow and East Herts District Councils to prepare a Healthy Town Framework (draft Framework) for the HGGT. Town and Country Planning Association (TCPA) were commissioned to prepare the draft Framework to cover a range of issues that have an impact on health and sets out who should be involved and what should be considered at each stage, from master planning onwards.
2. The draft Framework is informed by an understanding that the way places are designed and built has a significant impact on people's health and the importance of having health care facilities and infrastructure to support wellbeing. It is set in the context of the adopted East Herts Local Plan (2018) and emerging Local Plans for Harlow and Epping Forest Districts; the Hertfordshire and West Essex sustainability and transformation plan; and Essex Health and Wellbeing Strategy.
3. The draft Framework should be read alongside the approved HGGT Vision and Design Guide. Its purpose is to inform and guide the local authorities, developers, landowners and health care providers to achieve a Garden Town designed to support the health and wellbeing of its population. A copy of the draft Framework is attached as Appendix A.

Why does Harlow and Gilston Garden Town need a Healthy Town Framework

4. Whether or not people are healthy depends on a large extent on the places and conditions in which they live. There is a strong national policy context for planning healthier places. The NHS Long Term Plan emphasises the need for preventing ill health and so reducing the demand on NHS services. The National Planning Policy Framework supports planning policies and decisions to achieve healthy, inclusive and safe place which enable and support healthy lifestyles, especially where this would address identified local health and wellbeing needs.
5. Planning has an important role in shaping the built and natural environment and the draft Framework will help to guide the planning process to help ensure that HGGT becomes a place in which it is easier for people to live healthy lives.
6. In common with the rest of the country, the current populations of Harlow, East Herts and Epping Forest District Councils include significant proportions of the adult population who are not physically active enough; are overweight; or have diabetes. In all three districts,

populations are ageing and the numbers of people living with dementia are increasing.

Healthy Town Framework

7. The draft Framework is complimentary to the HGGT Vision and Design Guide, and in alignment with Local Plan policies and planning for health guidance from Essex and Hertfordshire. It has undergone scrutiny during its preparation to ensure that it is fit for purpose. In particular, Draft Framework was reviewed by the Quality Review Panel (QRP) on 3 May 2019. The Draft Framework has been revised and updated taking account of the output from the review. The Panel's report is attached for reference at Appendix B.
8. The draft Framework is structured around nine elements listed below, that are aligned to the Healthy New Town principles developed by NHS England with Public Health England and the TCPA.
 - Plan ahead collectively
 - Integrated health and community services
 - People and communities
 - Compact neighbourhoods
 - Active travel
 - Healthy eating and food
 - Homes and buildings
 - Play and leisure
 - Natural environment.
9. Each of the elements sets out a range of indicators against which policies being developed and development proposals coming forward can be assessed against. The elements seek to help achieve specific health and wellbeing outcomes. Achieving these is dependent on a wide range of partners, including local authorities, developers and landowners, collaborating from the outset and as the creation of the HGGT progresses, and each delivering their respective elements.
10. To deliver and implement the Draft Framework, the document sets out a series of actions for the Councils, developers and health consultees. In order to ensure that further progress is made, it is proposed that a draft Health Framework Action Plan is formulated to support implementation. The Action Plan will take into account feedback from the consultation exercise and will be reported back alongside the Framework to a later meeting for approval.

Consultation

11. It is proposed that the Draft Framework is published for a six-week period of public consultation.
12. Because of the range of partners that have been involved in the formulation of the draft Framework, consultation will comprise engagement with the landowners and developers of the Garden Town sites and other development sites in Harlow.

13. There will also be wider community engagement through the consultation exercise. Consultation arrangements will be put in place over the coming months and will be advertised ahead of the consultation.
14. Following public consultation, the final Framework will be presented to a Garden Town Board meeting in autumn 2020 and it will then be reported to the partner local planning authorities' decision making processes for approval.

Resource Implications:

The successful delivery of the Garden Town sites within Epping Forest District requires resources of EFDC. The approval of the recommendations contained within this report will not give rise to additional resource implications but will help to facilitate healthy places to live.

Legal and Governance Implications:

The Draft Framework has been developed in the context of Government Policy (NPPF) and Planning Practice Guidance.

Safer, Cleaner and Greener Implications:

The Draft Framework seeks to take forward Local Plan policy designed to promote the notion of making good places to live, work and visit. This will include safer by design principles, sustainable development, and active travel. Strategic Masterplans and Concept Frameworks will be the mechanism for these place-making measures to be delivered in identified Masterplan Areas.

Consultation Undertaken:

The Draft Framework has been developed in partnership with other local authorities in the HGGT. The next stage is to undertake more widespread consultation with local communities and site promoters.

Background Papers:

Report to Harlow and Gilston Garden Town Board on 19 July 2019

Risk Management:

The consultation on the Draft Framework will support the Council's objectives of achieving sustainable development in the District and improve health and wellbeing.

Section 1: Identifying details
Your function, service area and team: Planning Directorate
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: Draft Healthy Town Framework for the Harlow and Gilston Garden Town
Officer completing the EqIA: Simone Williams Email: swilliams@eppingforestdc.gov.uk
Date of completing the assessment: 13 February 2020

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): The draft Healthy Town Framework will set the key objectives and actions in relation to health and wellbeing in the Garden Town. What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? Agreement to consult on the draft Framework
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? <p>This decision will not affect any group at this stage as it is being recommended that the draft Framework should be subject to consultation</p> <p>Will the policy or decision influence how organisations operate? Following consultation if the Framework is agreed then the principles and delivery actions will be used to determine planning applications.</p>
2.4	Will the policy or decision involve substantial changes in resources? No
2.5	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>If the draft Framework is subsequently agreed as a material planning consideration it will be used to inform the preparation of masterplans, pre-application advice, the assessment of planning applications and for development management purposes within the Harlow and Gilston Garden Town.</p>
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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?
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?
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: The next stage is to consult on the draft Framework.

Section 4: Impact of policy or decision

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

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	Neutral – no impact	
Disability	Neutral – no impact	
Gender	Neutral – no impact	
Gender reassignment	Neutral – no impact	
Marriage/civil partnership	Neutral – no impact	
Pregnancy/maternity	Neutral – no impact	
Race	Neutral – no impact	
Religion/belief	Neutral – no impact	
Sexual orientation	Neutral – no impact	

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

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

Section 7: Sign off

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

Signature of Head of Service: Nigel Richardson

Date:

Signature of person completing the EqIA: Simone Williams

Date: 13 February 2020

Advice

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

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HARLOW AND GILSTON GARDEN TOWN

HEALTHY GARDEN TOWN FRAMEWORK

June 2019

Draft for Consultation and Engagement

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Date: 3 June 2019

Version: 3

Author: Town and Country Planning Association (TCPA)

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Purpose and status of the Framework

This document provides a framework for realising the Harlow and Gilston Garden Town Vision specifically to meet local health, wellbeing and care needs and aspirations. It is informed by an understanding that the way that places are designed and built has a significant impact on people's health and is as important as having health care facilities and infrastructure. It is set in the context of the following statutory frameworks: the emerging Harlow district plan; the emerging Epping Forest district plan; the adopted East Hertfordshire District Plan (2018); and the Hertfordshire and West Essex sustainability and transformation plan. It is informed by local health and wellbeing needs. The Framework should be read alongside the approved Garden Town Vision and Garden Town Design Guide, with both of which it is aligned. Its purpose is to inform and guide the local authorities, developers, landowners and health care providers to help them collaborate to achieve a Garden Town designed to support the health and wellbeing of its population.

The Framework sets out nine elements to guide developments so that they become healthy places in which to live. It is aligned with the Healthy New Towns principles developed by NHS England with Public Health England, the Town and Country Planning Association, The King's Fund and The Young Foundation and published in September 2018¹. They are:

1. **Plan ahead collectively**
2. **Integrated health and community services**
3. **People and communities**
4. **Compact neighbourhoods**
5. **Active travel**
6. **Healthy eating and food**
7. **Homes and buildings**
8. **Play and leisure**
9. **Natural environment.**

This draft version of the Framework is approved by the Harlow and Gilston Garden Town (HGGT) Board for consultation and engagement. Following that exercise and subject to the feedback received, the partners will then determine whether to individually endorse the document. The outcome will be made clear in the final document.

For local planning authorities' policy makers and decision-takers: this Framework will guide the assessment of the planning applications for developments coming forward within the Garden Town within the suite of local policy documents.

For developers and land owners as prospective planning applicants: this Framework will guide the pre-application planning and design of masterplans or infrastructure and ensure co-ordinated and integrated consideration of health and wellbeing issues.

¹ See: 'Putting health into place'. www.england.nhs.uk/ourwork/innovation/healthy-new-towns/

For local authority public health teams, as consultees and commissioners: this Framework will complement the county-wide planning-for-health guidance that has been created to support the planning process and help implement priorities set out in local health strategies.

For healthcare commissioners and providers: this Framework will guide considerations for identifying and allocating health care services and infrastructure in alignment with wider activities to support the prevention of ill health.

Introducing the links between planning, built and natural environments, and population health and wellbeing

Whether or not people are healthy depends to a very large extent on the places and conditions in which they live, sometimes referred to as the ‘wider determinants’ of health². Planning has an important role in shaping the built and natural environment and this framework will help to guide the planning process to help ensure that Harlow and Gilston Garden Town (HGGT) becomes a place in which it is easier for people to live healthy lives. To reduce health inequalities particular attention must be given to the health and wellbeing needs of the least healthy or most disadvantaged in the community³.

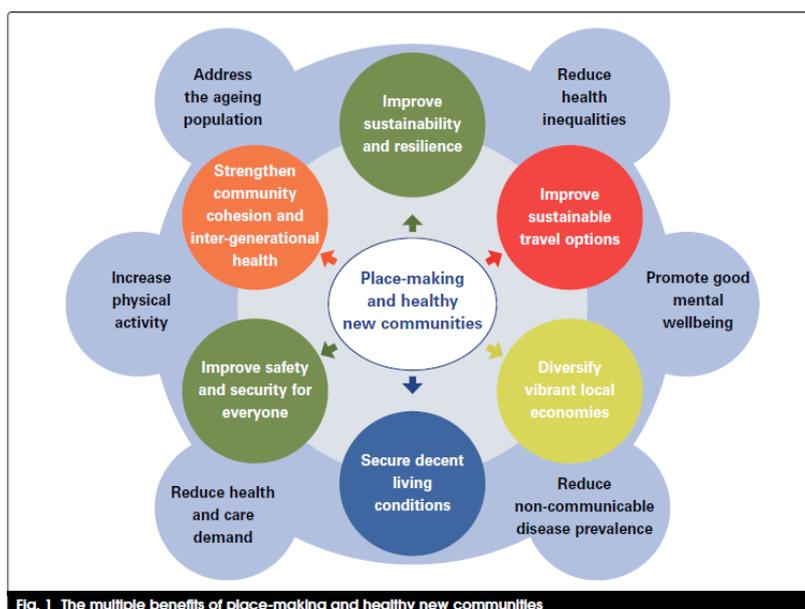


Fig. 1 The multiple benefits of place-making and healthy new communities

Source: TCPA, Creating health-promoting environments 2017

In common with the rest of the country, the current populations of Harlow, East Herts and Epping Forest include significant proportions of the adult population who are not physically active enough; are overweight; or have diabetes – Harlow has the third highest rate of diabetes in the county⁴. In all three districts, populations are ageing⁵ and the numbers of

² See: ‘What makes us healthy?’. Health Foundation (2018) <http://reader.health.org.uk/what-makes-us-healthy>

³ See: ‘Fair society, healthy lives’ (The Marmot Review) www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review

⁴ See: www.essexinsight.org.uk/MainMenu.aspx?page=joint-strategic-needs-assessments

⁵ The Hertfordshire and West Essex sustainability and transformation plan predicts that the number of over 75s will increase by 37% in a decade. See: www.england.nhs.uk/integratedcare/stps/view-stps/hertfordshire-and-west-essex/

people living with dementia are increasing. In Harlow, and to some extent in Epping Forest, there are significant issues with child poverty, and poor outcomes for children and young people.

To ensure the Garden Town meets the health and wellbeing needs of current communities as well as the anticipated needs of new residents⁶, this suggests that creating opportunities for day-to-day physical activity for all members of the community will be vital; as will supporting a healthier food environment. There should be a specific focus on the health and wellbeing needs of children and young people; and ensuring that the new community supports the needs of people of all ages to live well.

⁶ Typically, populations of new towns have an unusual demographic profile, with a high proportion of children. See: <https://cambridgeshireinsight.org.uk/wp-content/uploads/2018/04/New-Communities-2010.pdf>

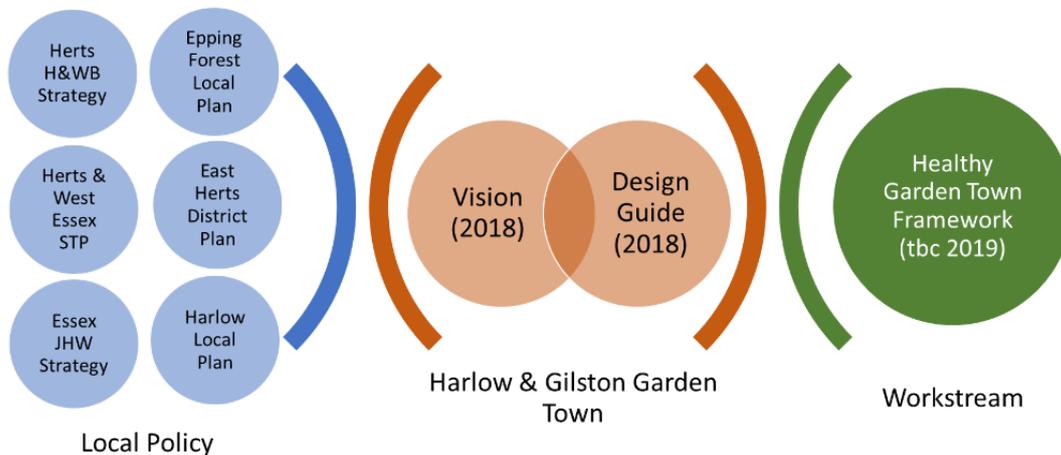
National and local policy context, and Vision

There is a strong **national policy context** for planning healthier places. The NHS Long Term Plan⁷ emphasises the need for preventing ill health and so reducing the demand on NHS services. The National Planning Policy Framework⁸ states that planning policies and decisions should aim to achieve ‘healthy, inclusive and safe places... which enable and support healthy lifestyles, especially where this would address identified local health and wellbeing needs...’.

Locally, the Hertfordshire and West Essex Sustainability and Transformation Plan⁹ prioritises ‘living well and preventing ill health’; working with district councils to improve housing conditions; and working with the third sector to help prevent social isolation.

The Essex Health and Wellbeing Strategy has specific priorities for planning, transport and housing; the Hertfordshire Health and Wellbeing Strategy sets priorities for improving mental health and encouraging healthier lifestyles. All three districts’ local plans have policies on transport, design and open space and most recognise their health and wellbeing benefits. However, they do not link to the health and wellbeing strategies and local health needs assessments; and health impact assessments are not universally required in policy.

This Framework is informed by these local policies and strategies and provides a way of synthesising the relevant data, including health needs assessments, and prioritising actions to create a HGGT that will support the health and wellbeing of its population.



⁷ See: www.longtermplan.nhs.uk/

⁸ See: www.gov.uk/government/publications/national-planning-policy-framework--2

⁹ See: www.england.nhs.uk/integratedcare/stps/view-stps/hertfordshire-and-west-essex/

The Harlow and Gilston Garden Town Vision, and Harlow and Gilston Garden Town Design Guide, were published in November 2018.

The overarching **Vision statement** for Harlow and Gilston explicitly describes a vision for a healthy new place:

‘The pioneering New Town of Gibberd and Kao will grow into a Garden Town of enterprise, health and sculpture at the heart of the UK Innovation Corridor. Harlow and Gilston will be a joyful place to live with sociable streets and green spaces; high quality homes connected to fibre and optic broadband; local centres accessible by walking and cycling; and innovative, affordable public transport. It will set the agenda for sustainable living.’

In addition, it sets out more detail regarding specific health-related topics, saying it will have:

- *Accessible routes that encourage people to move actively – to walk, cycle and skate – and are inclusive to all abilities;*
- *Sociable streets and local centres that encourage daily interaction;*
- *Space for food production – improving mental health and access to good nutrition;*
- *An active and vibrant town centre with a strong cultural and commercial offer;*
- *A good range of active leisure facilities;*
- *Green infrastructure that supports a variety of uses such as play, walking, cycling and community events;*
- *A place that can adapt to climate change; and*
- *A place where people are inspired to work locally and travel actively.*

All of the above are likely to support good population-wide health and wellbeing. However, they do not respond to specific local health needs and priorities. To address the specific needs of local people, the following would be positive additions to the Vision:

- *A place in which the physical and mental wellbeing needs of children and young people are prioritised; and*
- *A place in which buildings and the public realm are specifically designed to meet the needs of people of all abilities and at all life-stages.*

Over time, as HGGT is populated and the health needs of its residents can be assessed, it might be necessary to amend or add additional criteria to support the community’s health.

The **Design Guide** sets out the expectations and aspirations for the delivery of high quality and sustainable developments. Regarding healthy environments, the Design Guide sets out the following Design Quality Questions:

4. *‘Demonstrate how the proposals will facilitate social interaction and help improve the physical and mental health of residents and visitors.*
7. *How will the proposals extend and enhance the network of Green Wedges, Green Fingers and open spaces? How do these vary in character and in what ways are they usable?*
10. *How will the proposals establish and contribute to an attractive walking and cycling network that people will want to use, including access to the Super Greenways?*

11. How will the proposals encourage a behavioural change to facilitate the overall modal shift towards sustainable travel required across the Garden Town?’

Similarly, the health profile of the current local population would suggest that the following additional questions would be positive additions to the Design Guide:

- *How does the proposal support the physical and mental wellbeing of children, teenagers and young adults?*
- *How does the proposal address the needs of older people, both in terms of the design of buildings and the design of the public realm?*

Again, over time, as HGGT is populated and the health needs of its residents can be assessed, it might be necessary to amend or add additional criteria to support the community’s health.

The preparation of this Framework has been informed and is supported by a health needs assessment undertaken at the time of its preparation. This can be viewed as an Appendix to this document. (This document is not yet finalised – but will be completed and published in time for the consultation and engagement exercise).

Healthy Garden Town Framework and Elements

The Healthy Garden Town Framework is structured around nine elements, as set out below. It is aligned with the Vision for the Garden Town and provides a framework for ensuring that the health-related aspects of the Vision are delivered, and that evidence of the population's current and future health needs are used to inform, supplement and amend the Vision.

The Framework is complementary to the Design Guide, and in alignment with local plan policies and planning for health guidance from Essex and Hertfordshire.

The elements seek to help achieve specific health and wellbeing outcomes. Achieving these is dependent on a wide range of partners, including local authorities, developers, landowners and others, collaborating from the outset and as the creation of HGGT progresses, and each delivering their respective elements.

It takes a RAG (red / amber / green) approach when used against each of the proposed indicators and considerations.

- **RED** indicates lack of compliance/ consideration
- **AMBER** indicates limited level of compliance/ consideration
- **GREEN** indicates evidenced compliance/ consideration



1. Plan ahead collectively

Objective: Creating healthier new places is only possible if a wide range of people and organisations collaborate from the outset, including: council planners and public health teams, health commissioners and providers, developers and housing associations, community organisations, residents and businesses. Public health evidence and involvement in masterplans and proposals must be used to focus effort where it is most needed in order to help reduce health inequalities.

Five healthy indicators and considerations

		R	A	G
1.1	Developments support the delivery of health and care priorities as set out in the STP, local Health and Wellbeing Strategies, or otherwise highlighted by public health evidence and placemaking priorities.			
1.2	Health and care needs set out in the two Herts and Essex joint strategic needs assessments including any health assets, are taken into account, and developments will address these needs.			
1.3	Local communities, the voluntary sector, public health, planners, developers etc are informed about and contribute to updating the Vision for a healthy HGGT, based on information from the latest local health needs assessments			
1.4	A governance structure or steering group incorporating the above organisations set up to oversee creation of healthy new town.			
1.5	The proposals to deliver the healthy new place will be reviewed periodically, ideally within 5 years, informed by new health data and community feedback.			

Delivery mechanisms

- All partners to be involved in master planning and development design.
- Health Impact Assessment to be carried out on the proposal/s with a focus on vulnerable and disadvantaged groups, including children and young people.
- HGGT Vision statement updated periodically based on future evidence of community health needs and priorities.
- Governance structure including key organisations and community representatives established to take forward the Vision.
- Healthy garden town champion appointed to 'own' and deliver the vision.
- Workplan for delivering healthy garden town agreed, with funding identified.

References

'Health Impact Assessment: a practical guide'. WHIASU

https://whiasu.publichealthnetwork.cymru/files/1415/0710/5107/HIA_Tool_Kit_V2_WEB.pdf

'City leadership for health'. World Health Organisation. (2008).

www.euro.who.int/data/assets/pdf_file/0004/98257/E91886.pdf

'The State of the Union: reuniting health with planning in promoting healthy communities', TCPA (2019).

www.tcpa.org.uk/healthyplanning

For an example of a healthy new town delivery plan see: Bicester Healthy New Town Delivery Plan:

<http://modgov.cherwell.gov.uk/documents/s34959/Healthy%20New%20Town%20-%20Delivery%20Plan.pdf>

2. Integrated and accessible health and community services

Objective: Creating a new place provides an opportunity to rethink the provision of health and social care services, based on a shared vision for health provision. As well as planning for the new population, consideration must be given to helping to integrate services for the existing population. Primary care will be redesigned to create a more joined-up and patient-centred approach, made possible by the creation of multi-functional uses and spaces that bring together primary care, the voluntary sector, and other community facilities close to where people live and work and accessible through active travel.

Five healthy indicators and considerations

		R	A	G
2.1	Local health and care providers, local authorities and the voluntary sector will develop a shared vision for health and care provision in HGGT within a year of the date of publication of this Framework.			
2.2	Talk to local people to understand their health needs and barriers to accessing current health and care provision and involve them in to co-designing new provision.			
2.3	Maximise the potential of the hospital redevelopment to improve health and wellbeing of local and neighbouring communities and environments and its potential as an 'anchor' institution e.g. for local jobs and purchasing.			
2.4	Include local health and community centre/s in HGGT to provide flexible spaces for a range of services e.g. GPs, community groups, clinics, libraries, healthy cafes, social prescribing etc easily accessible by active travel / public transport and phased to be built at same time as homes.			
2.5	Plan new affordable homes for health and care workers as part of HGGT to support workforce retention.			

Delivery mechanisms

- Agreed vision for health and social care provision in HGGT.
- STP estates strategy
- Masterplans
- Housing strategy
- Consider seconding someone from CCG, public health, or the STP into the Harlow and Gilston Garden Town team in the role of 'health and wellbeing planner'.

References

'Some assembly required: implementing new models of care'. The Health Foundation. (2017). www.health.org.uk/publications/some-assembly-required-implementing-new-models-of-care

'Places, spaces, people and wellbeing'. What Works Centre for Wellbeing (2017) <https://whatworkswellbeing.org/product/places-spaces-people-and-wellbeing/>

'New care models and prevention: an integral partnership' NHS Confederation. www.nhsconfed.org/resources/2016/05/new-care-models-and-prevention

3. People and communities

Objective: Strong communities provide support for individuals, can encourage healthier behaviours, and can make positive things happen in their areas, including helping to shape the management and development of the place. Current and new residents will be supported to co-design the HGGT, drawing on their local knowledge and diverse skills to play an active role in its creation and long-term stewardship. Marginalised groups, including young people, will be supported and encouraged to play an active role. Places that are well looked after encourage a sense of local pride and identity, which supports wellbeing.

Five healthy indicators and considerations

		R	A	G
3.1	Current and new residents will be actively involved in the planning process from the earliest stages, including those from sections of society that are often marginalised e.g. young people and unemployed.			
3.2	A community activation strategy must be produced as part of major planning applications to secure community cohesion and involvement in the planning and delivery of community programmes and services across the Garden Town.			
3.3	Garden Town designed to provide community assets and resources (green spaces, places to meet, community cafes, spaces for voluntary sector).			
3.4	Community stewardship organisation established by the time of the occupation of the first new homes at the site, to manage community assets (link to stewardship workstream).			
3.5	Revenue-generation must be designed into community assets to ensure long-term funding for green spaces, community centres etc.			

Delivery mechanisms

- Community engagement and co-creation strategy
- Masterplans
- Community stewardship organisation established
- Planning and design mechanisms such as Section 106; CIL; etc considered to create and secure long-term funding to pay for community assets and infrastructure.

References

'A Connected Society: a strategy for tackling loneliness'. DCMS. (2018). www.gov.uk/government/publications/a-connected-society-a-strategy-for-tackling-loneliness
 Community Planning Toolkit: www.communityplanningtoolkit.org
 Big Local programme: <http://localtrust.org.uk/our-work/big-local/about-big-local>
 'Guidance for Delivering New Garden Cities: Guide 9, Long-term Stewardship'. TCPA. www.tcpa.org.uk/guidance-for-delivering-new-garden-cities

4. Compact neighbourhoods

Objective:

Compact neighbourhoods in which a range of local amenities - including shops, employment spaces, green spaces, community facilities, schools and community spaces - are all located close to homes to encourage people to be physically active by walking or cycling, and enable them to meet informally and build strong social connections.

Five healthy indicators and considerations

		R	A	G
4.1	Masterplans locate wide range of amenities in well-connected locations within 10 minute walk (500m) of homes.			
4.2	Spaces for shops, small businesses, home working, voluntary organisations and local health care must be provided .			
4.3	Outdoor spaces must be inclusive and accessible for all abilities and ages and encourage interaction and cultural and civic life e.g. markets, festivals, events.			
4.4	Economic strategies will encourage small businesses / start-ups to locate in well-connected neighbourhoods building on the strengths of being located in the LSCC UK Innovation Corridor.			
4.5	Parks, green spaces and play areas will be provided throughout HGGT as an extension of Harlow's Green Wedge network and 'play on the way' routes designed into green active travel networks.			

Delivery mechanism

- Masterplans
- Design code
- Green infrastructure strategy
- Health and care strategy
- Economic / employment strategy
- HGGT sustainable transport strategy

References

- 'Everybody active, every day: a framework for physical activity'. Public Health England. (2014).
www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life
- 'Active Design: Planning for health and wellbeing through sport and physical activity'. Sport England, 2015.
www.sportengland.org/media/3426/spe003-active-design-published-october-2015-email-2.pdf

References to relevant local plans' policies

Harlow Council	East Hertfordshire District Council	Epping Forest District Council
HGT1 Development and Delivery of Garden Town Communities in the Harlow and Gilston Garden Town	Policy GA1 The Gilston Area	Policy SP 4 Development & Delivery of Garden Communities in the Harlow and Gilston Garden Town
Policy PL1 Design Principles for Development	Policy CFLR9 Health and Wellbeing	Policy SP 3 Place Shaping
Policy WE2 Green Wedges and Green Fingers		

5. Active Travel

Objective: Creating places where it is easy to walk and cycle, even for the least fit, improves health, increases social connections, and reduces air pollution as fewer journeys made by car. Well-planned neighbourhoods make walking, cycling and public transport the easiest and most attractive choice for everyone. Good signposting makes active travel easier.

Five healthy indicators and considerations

		R	A	G
5.1	Masterplans must extend existing active travel networks into HGGT in line with the Design Guide.			
5.2	HGGT must be designed so that active travel is the easiest and most attractive option; needs of pedestrians and cyclists prioritised over those of vehicles.			
5.3	Wayfinding must be considered throughout HGGT to help people know where they are by distinctive character / design of buildings and places (including sculpture and public art); walking and cycling routes must be clearly signposted, perhaps with active travel journey times as well as distances.			
5.4	Travel co-ordinator will be employed to create travel plans for residents, schools and businesses to encourage the use of active travel routes and facilities.			
5.5	Benches and public toilets must be provided along routes / in neighbourhood centres to ensure the least fit and healthy are confident to walk rather than drive.			

Delivery mechanism

- Movement framework / masterplans to encourage active travel.
- HGGT Design Guide
- HGGT sustainable transport strategy
- Wayfinding strategy
- Travel plans / travel planning co-ordinator

References

‘Design Guidance: Active Travel (Wales) Act 2013’. Welsh Government, 2014.

<https://gweddill.gov.wales/docs/det/publications/141209-active-travel-design-guidance-en.pdf>

‘Active travel: a briefing for local authorities’. PHE, 2016. www.gov.uk/government/publications/active-travel-a-briefing-for-local-authorities

‘Hertfordshire’s Local Transport Plan’. Hertfordshire County Council, 2018. www.hertfordshire.gov.uk/media-library/documents/about-the-council/consultations/lt4-2018.pdf

References to relevant local plans’ policies

Harlow Council	East Hertfordshire District Council	Epping Forest District Council
HGT1 Development and Delivery of Garden Town Communities in the Harlow and Gilston Garden Town	Policy GA1 The Gilston Area	Policy T 1 Sustainable Transport Choices
Policy IN1 Development and Sustainable Modes of Travel	Policy TRA1 Sustainable Transport	Policy SP 3 Place Shaping
Policy WE2 Green Wedges and Green Fingers	Policy CFLR9 Health and Wellbeing	Policy SP 4 Development & Delivery of Garden Communities in the Harlow and Gilston Garden

		Town
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6. Healthy eating and food

Objective: Poor diet is the biggest avoidable cause of ill health in England and people on low incomes are more likely to suffer from, and die from, diet-related illness. Enabling people to eat a balanced and healthier diet, and making it easy and affordable to do so, are key to tackling health inequalities. Careful design and planning can give residents easy access to nutritious ingredients for home cooking and to healthier food when they eat out. Improving people’s ability to access and afford healthier food requires a systems-based approach that includes a wide range of actions and stakeholders including planners, public health teams, schools, businesses, community groups, health and wellbeing boards, clinical commissioning groups and local residents.

Five healthy indicators and considerations

		R	A	G
6.1	Set up a local food partnership, potentially as part of the stewardship arrangements, bringing together a wide range of stakeholders (see above) to agree strategies and actions.			
6.2	Ensure that masterplans include allotments and community gardens that are easily accessible from homes and spaces for fresh food markets.			
6.3	New homes must be built with kitchens large enough to: store / prepare fresh food; have a freezer; have a dining table.			
6.4	Public health will work with local businesses to encourage the sale of healthier options in cafes and take-aways.			
6.5	Public health will work with schools to encourage a ‘whole school’ approach to food and diet.			

Delivery mechanism

- Consider policy / SPG to restrict hot food takeaways.
- Consider creating a healthy food strategy.
- Masterplans
- Building space standards
- Food partnership

References

‘Healthier food environment’: www.gov.uk/guidance/health-and-wellbeing

London Food Strategy: www.london.gov.uk/what-we-do/business-and-economy/food/london-food-strategy-0

References to relevant local plans’ policies

Harlow Council	East Hertfordshire District Council	Epping Forest District Council
Policy L1 Open Spaces, Play Areas and Sporting Provision and Facilities in Major Development	Policy GA1 The Gilston Area	Policy E 3 Food Production and Glasshouses
Policy L2 The Provision and Loss of Recreational, Sporting, Cultural and Community		Policy SP 2 Spatial Development Strategy 2011-2033

Facilities

7. Homes and buildings

Objective: People spend most of their lives indoors and the quality of buildings is a major factor determining whether or not they enjoy good health. It is estimated that illness and injuries caused by poor housing cost the NHS £1.4bn a year. Buildings must have enough space for their intended uses and occupants; be energy efficient; provide daylight and natural ventilation; and good digital connectivity to enable new ways of delivering health care.

Five healthy indicators and considerations

		R	A	G
7.1	Buildings must be located close to public transport / active transport networks, and neighbourhood facilities including green spaces, and have bike storage and EV charging points..			
7.2	New buildings to be energy efficient to Energy Performance Certificate A, B or C standard, have natural daylight and natural ventilation. Existing buildings, including homes, to be retrofitted with double glazing, insulation and energy-efficient condensing boilers.			
7.3	Homes to meet or exceed 'nationally described space standard' by at least XX percent and include space for home working.			
7.4	Homes must be designed to be flexible and adaptable to people's changing needs.			
7.5	All buildings to have good digital connectivity.			

Delivery mechanisms

- Masterplans
- HGGT Design Guide
- Landlord accreditation scheme

References

World Health Organisation: Housing and Health: www.euro.who.int/en/health-topics/environment-and-health/Housing-and-health

Lifetime Homes: www.lifetimehomes.org.uk

WELL Building Standard: www.wellcertified.com/en/content/well-building-standard

BREEAM: www.breeam.com

Nationally described space standard: www.gov.uk/government/publications/technical-housing-standards-nationally-described-space-standard

References to relevant local plans' policies:

Harlow Council	East Hertfordshire District Council	Epping Forest District Council
Policy HOU6 Specialist Housing for Older and Vulnerable People	Policy GA1 The Gilston Area	Policy H 1 Housing mix and accommodation types
Policy HOU7 Accessible and Adaptable Homes	Policy HOU1 Type and Mix of Housing	Policy DM 10 Housing Design and Quality
HGT1 Development and Delivery of Garden Town Communities in HGGT	Policy HOU6 Specialist Housing for Older and Vulnerable People	Policy Dm 9 High quality design
		Policy SP 3 Place Shaping
		Policy SP 4 Development &

8. Play and leisure

Objective: Play and leisure is essential to children’s mental and physical health and development, but also vital for creating happy, healthy and cohesive communities. Parks and green spaces are particularly effective in supporting mental and physical health and reducing health inequalities. HGGT to have formal and informal opportunities for people of all ages and abilities to gather together, be active and enjoy leisure time.

Five healthy indicators and considerations

		R	A	G
8.1	Neighbourhoods must provide places and spaces for people of all ages and abilities to take part in informal and formal play and leisure activities.			
8.2	The needs of different ages and abilities must be specifically addressed, including teenagers and people less able to be active.			
8.3	Outdoor places for play and leisure should be designed so that they are in well-used locations, overlooked, and feel safe through ‘passive surveillance’.			
8.4	HGGT will have spaces for formal community, cultural and sporting activity such as performance spaces, sports studios and pitches, spaces for festivals and events.			
8.5	Opportunities for ‘incidental’ play and leisure should be created throughout e.g. ‘playable’ landscape features; public art; natural playgrounds.			

Delivery mechanism

- Masterplans
- Healthy play and leisure strategy
- Design and access statement
- Playing pitch strategy / Culture strategy
- Section 106 and/ or Community infrastructure levy
- Sport England ‘Active Design’ principles.
- Stewardship strategy.

References

- Northstowe ‘Healthy Living and Youth and Play Strategy’, 2018.
<https://static1.squarespace.com/static/5a8ffb80e74940793fe11531/t/5b30a2df0e2e7265f30877ca/1529914097183/The+Northstowe+Phase+2+Healthy+Living+and+Youth+%26+Play+Strategy.pdf>
- ‘Design for Play’. Play England, 2008. www.playengland.org.uk/media/70684/design-for-play.pdf
- ‘Local action on health inequalities: Improving Access to Green Spaces’. Public Health England, 2014.
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/355792/Briefing8_Green_spaces_health_inequalities.pdf
- ‘Active Design’. Sport England (2015) www.sportengland.org/facilities-planning/active-design/

References to relevant local plans’ policies

Harlow Council	East Hertfordshire District Council	Epping Forest District Council
Policy L1 Open Spaces, Play Areas and Sporting Provision and Facilities in Major Development	Policy GA1 The Gilston Area	Policy D 4 Community, Leisure and Cultural Facilities
Policy L2 The Provision and Loss of Recreational, Sporting,	Policy CFLR2 Local Green	Policy DM 6 Designated and

Cultural and Community Facilities		Undesignated Open Spaces
Policy HS3 Strategic Housing Site East of Harlow	Policy CFLR1 Open Space, Sport and Recreation	Policy DM 10 Housing Design and Quality
Policy WE2 Green Wedges and Green Fingers	Policy BISH12 Retail, Leisure and Recreation in Bishop's Stortford	Policy SP 3 Place Shaping
		Policy SP 4 Development & Delivery of Garden Communities in the Harlow and Gilston Garden Town

9. Natural environment

Objective: Green space is linked to mental and physical health benefits and a reduction in health inequalities. Green infrastructure, such as street trees and green roofs, can help mitigate the effects of climate change. HGGT neighbourhoods will allow people from all social-economic groups to enjoy networks of high quality, multi-functional and well-maintained green and blue spaces that improve physical and mental wellbeing.

Five healthy indicators and considerations

		R	A	G
9.1	Landscape-led masterplans that protect and enhance existing assets, such as Green Wedges, while creating new green infrastructure throughout HGGT.			
9.2	A green infrastructure strategy designed to maximise the health benefits of the existing and new green and blue spaces will be created and implemented.			
9.3	HGGT will be designed, built and managed to meet green infrastructure standards such as Building With Nature; Green Flag Awards; and SuDs.			
9.4	A hierarchy of green spaces will be integrated throughout HGGT including private gardens; green paths and cycle routes; local small green spaces; larger parks and green spaces. Public and private spaces to be differentiated.			
9.5	A plan for the governance, funding and delivery of long-term management and maintenance of new and existing green spaces and parks for community benefit will be created and implemented by the time of the occupation of the first of the new homes.			

Delivery mechanisms

- Masterplans
- Green infrastructure strategy
- Section 106 and/or Community infrastructure levy
- Stewardship strategy

References

- Building With Nature: www.buildingwithnature.org.uk
- Green Flag Award: www.greenflagaward.org.uk
- TCPA, Practical Guides for Creating Successful New Communities. Guide 7: Planning for Green and Prosperous Places, 2018: www.tcpa.org.uk/PlanningForGreenandProsperousPlaces

References to relevant local plan policies

Harlow Council	East Hertfordshire District Council	Epping Forest District Council
Policy WE1 Strategic Green Infrastructure	Policy GA1 The Gilston Area	Policy SP 3 Place Shaping
Policy HGT1 Development and Delivery of Garden Town Communities in HGGT	Policy NE4 Green Infrastructure	Policy SP 4 Development and Delivery of Garden Communities in the HGGT
Policy WE2 Green Wedges and Green Fingers	Policy CFLR2 Local Green Space	Policy SP 5 Garden Town Communities
		Policy SP 7 The Natural Environment, Landscape
		Policy DM 5 Green and Blue

Infrastructure

Policy DM 6 Designated and Undesignated Open Spaces

Delivery, implementation, health assessment and monitoring

There is a menu of options available to Local Planning Authorities, developers and health consultees for delivery and implementation of this Framework. This section describes their application and who should be leading on their development or assessment.

Tool	Description	Lead
HGGT Health Vision	Setting out the aspirations to be achieved as part of the Healthy Garden Town	HGGT Team
Health Framework Action Plan	List of action points required to deliver the framework	HGGT team
Design Guide	Published November 2018	HGGT Team
Health Impact Assessment (HIA)	To be carried out on all development proposals.	Health partners
Environmental Impact Assessment (EIA)	To be carried out on all development proposals within the scope of the appropriate regulations.	Developers and planning authorities
Joint Health and Wellbeing Strategy	Essex Health and Wellbeing Strategy Hertfordshire Health and Wellbeing Strategy	Essex County Council Herts County Council
Joint Strategic Needs Assessment (JSNA)	Hertfordshire JSNA Essex JSNA	Herts County Council Essex County Council
Masterplans	Masterplans of each site as they are created	Developers and planning authorities
Green infrastructure strategy	Strategy setting out the quality, quantity, functionality and distribution of GI across HGGT and how it will be managed and maintained (cross referenced with Stewardship Strategy)	HGGT and partner Councils
Travel plan	Setting out the travel aspirations and how they will be achieved in relation to each development scheme	Developers
Travel planning co-ordinator	Assessing the impact of development proposals on Transport Strategy aspirations across the Garden Town	Partner Councils
Stewardship strategy	Strategy setting out the quality, quantity and location of community assets and how they will be managed and maintained (cross referenced with GI strategy)	HGGT and partner Councils
Transport strategy	Transport strategy that prioritises active travel, and public transport, over car use.	HGGT and partner Councils
Strategic Housing Plan	To support the delivery of key worker and affordable housing	HGGT and partner Councils
Review of this Healthy Town Framework	To update in accordance with changed circumstances and to address new health priorities as they are identified through future JSNAs.	All partners.

Further information and annexes

In addition to the references highlighted under each of the elements, there are strategic references which should help to inform projects and decisions. These are:

- Essex Planning and Health Guidance
- Hertfordshire County Council, Hertfordshire's Health and Wellbeing Planning Guidance May 2017
- NHS England, Putting Health into Place. Introducing NHS England's Healthy New Towns programme, 2018
- Ministry of Housing, Communities and Local Government (MHCLG), National Planning Policy Framework, July 2018
- MHCLG, Planning Practice Guidance: Health and Wellbeing, 2019
- Public Health England, Spatial Planning for Health An evidence resource for planning and designing healthier places, 2017
- TCPA, Practical Guides for Creating Successful New Communities. Guide 8: Creating Health-Promoting Environments, 2017

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Harlow and Gilston Garden Town Quality Review Panel

Report of Chair's Review: Harlow and Gilston Healthy Garden Town Framework

Friday 3 May 2019

Frame Projects, 44-48 Wharf Road, London, N1 7UX

Panel

Peter Maxwell (chair)
Roland Karthaus

Attendees

Julia Thrift	Town and Country Planning Association
Kevin Steptoe	HGGT / East Herts District Council
Tara Gbolade	HGGT / Epping Forest District Council
Ione Braddick	HGGT / Epping Forest District Council (dial-in)
Allison De Marco	Frame Projects
Sarah Thwaites	Frame Projects

Apologies / copied into

Claire Hamilton	Harlow and Gilston Garden Town
Alison Blom-Cooper	Epping Forest District Council
Deborah Denner	Frame Projects

Confidentiality

This is a review of a strategic framework document in draft format, and therefore confidential. As public organisations Harlow District Council, East Hertfordshire District Council and Epping Forrest District Council are subject to the Freedom of Information Act (FOI) and Environmental Information Regulations (EIR), and in the case of an FOI/EIR request may be obliged to release project information submitted for review.

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1. Project name

Harlow and Gilston Healthy Garden Town Framework

2. Aims of the Quality Review Panel meeting

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

3. Background

The Town and Country Planning Association were asked to undertake an analysis of existing health policies, including their strengths and weaknesses – it suggested a framework be developed – specifically for the Harlow and Gilston Garden Town. Public Health England has identified that healthcare makes a broad contribution of about 10% to health outcomes – with a wider range of determinants influencing health. The built environment has a significant impact on health outcomes, with planners, architects, designers all having influence. The Marmot Review, an independent review to propose evidence-based strategies for reducing health inequalities in England, articulated this almost ten years ago – identifying the need to focus on supporting those who are unhealthy to have healthy lives.

The Harlow and Gilston Healthy Garden Town Framework ('the Framework') covers the wide range of issues that have an impact on health and sets out who should be involved and what should be considered at each stage, from master-planning onwards. It seeks to respond to today's health problems, many of which are avoidable and life-style related.

The panel is asked to comment on how much weight the Framework should be given, as well as thoughts on ensuring the successfully implementation of its 'indicators / considerations'.



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4. Quality Review Panel's views

Summary

The Quality Review Panel enthusiastically welcomes work undertaken on the Harlow and Gilston Healthy Garden Town Framework. It thinks it is an exemplar of holistic thinking, demonstrating how the Garden Town should be treated as an interconnected place – where the needs of both existing and future communities are considered. Whilst strongly supporting the overarching approach, it recommends the following refinements as well as urgent work to evolve a governance approach and project plan. The panel thinks it will be critical to ensure political buy in – and recommends identifying executive and officer level champions. There is also scope to more explicitly describe who has responsibility for specific tools, including the role developers and landowners should play. It would be helpful to refine the language used, as well as defining priorities, to be clear about those ‘indicators / considerations’ that are fundamental to the Framework, against those that are preferred. As work develops across the suite of strategic Garden Town documents the panel highlights the risk of dispersing requirements too broadly – and recommends considering whether these can be consolidated. Further details on the panel’s views are provided below.

Approach

- The panel offers its warm support as work progresses on the Harlow and Gilston Healthy Garden Town Framework (‘the Framework’). It particularly applauds the holistic approach underpinning this work.
- It commends the Framework as an exemplar of how Harlow and Gilston Garden Town should be treated as an interconnected place, rather than a series of urban extensions.
- The panel likes the way that the Framework considers the needs of existing and future communities – and the role the Garden Town project can play in cohesively bringing these communities together.

Governance and project plan

- Political buy in will be critical. The panel strongly supports prioritising work to evolve a governance approach and project plan for implementing the Framework. It will be important to accelerate these workstreams given the advanced stage of many of the Garden Town’s strategic sites.
- The panel strongly recommends the Garden Town team identify champions to promote the Framework, both at executive and officer level. There are risks that without a champion to defend the Framework’s laudable ambitions, its objectives may be eroded by deliverability and viability arguments.



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Responsibilities and education

- It will be important that developers, landowners and planners are able to pick up the document and clearly understand what is expected of them. The panel supports further work on the matrix set out at page 20, to ensure the Framework is clear about who has responsibility for specific tools – at differing phases.
- There will be value in considering the role advocacy and education can play. The panel thinks it will be particularly important to consider how the Framework's objectives are communicated to developers and landowners – as well as providing them with support in taking forward its objectives on their sites.

Enforcement and relationship with other Garden Town documents

- The panel recommends being clear about the Framework's weight – and defining upfront who will have responsibility for monitoring its implementation.
- As work develops across the suite of strategic Garden Town documents, the panel recommends considering how dispersed objectives and requirements can be readily understood, applied and enforced on specific sites.

Healthy new towns

- The panel suggests engaging with the ten Healthy New Towns, such as Ebbsfleet Garden City, to see how the 10 healthy new town principles are being translated and delivered.

Healthy Garden Town Framework – the 'nine elements'

Overall priorities and tone

- It will be important to articulate priorities, defining those 'indicators / considerations' that are fundamental to the Framework, against those that are preferred. It also recommends considering the timeframes for realising the objectives proposed – and identifying 'quick wins'.
- The panel supports the positive and constructive tone of the document and understands the Framework has been carefully worded. However, it recommends looking to strengthen language where necessary to ensure the nine elements are sufficiently robust.
- There is a risk that without greater precision, including measurable indicators, that the document will be too widely open to interpretation – and its efficacy diluted. For example, instead of suggesting that outcomes be 'supported' or 'enabled', the document could say 'ensured'.



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Plan ahead collectively (1)

- It will be important to articulate how collective action specifically applies for each development / strategic site. For example, by clarifying expectations on individual landowners.

People and communities (3)

- The panel strongly supports including community engagement and co-creation within the Framework's nine elements. It points to successful examples, such as LB Newham's work at Customs House where the community has been embedded in developing masterplans with developers and authorities.
- It suggests further thinking be undertaken to clarify how the specific indicators and considerations will apply to key Garden Town sites with already lengthy pre-application histories, such as Gilston.
- While the panel understands the Garden Town team have commissioned work on community stewardship models it recommends accelerating work to establish legacy stewardship organisation/s.

Compact neighborhoods (4)

- While density should not be a specific indicator, considerations such as: land use efficiency; proximity of amenities / public transport nodes from homes will also encourage people to be physically active by walking or cycling, rather than driving.
- The panel recommends considering additional indicators that encourage the densities required for compact neighbourhoods.
- The panel likes the references to cultural and civic uses activating outdoor spaces through activities such as markets, festivals and events – encouraging interaction. It thinks this will help design teams, providing specific activities, when testing spaces. It also supports indicators enabling dispersed play spaces i.e. 'play on the way'.

Active travel (5)

- The panel thinks the Framework can play an important role discouraging unhealthy, car-based, travel behaviours – it will be critical to use a full range of tools to secure the 'active travel' outcomes described in the Framework.
- The panel understands the challenges of pursuing maximum parking standards. It recommends considering a full range of levels for enabling ambitious modal shift targets, including management and design.
- The panel also welcomes references made to supporting infrastructure for active travel, such as benches and toilets. It highlights the need to urgently understand the likely stewardship organisations that will maintain these.



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Healthy eating and food (6)

- The panel supports indicators to ensure kitchens are large enough – and highlights the need for functional kitchen layouts that consider circulation and zones for specific tasks i.e. cooking, preparation and storage (6.3).

Homes and buildings (7)

- The panel suggests exploring whether the government's 'nationally described space standards' could be exceeded and supports being clear about what standard is set. It highlights the role flexible well-planned homes play in promoting community cohesion by reducing population churn.
- It points to the approach taken by the London Legacy Development Corporation (LLDC), as promoter, in championing the delivery of exemplar homes and neighbourhoods. The 'LLDC Design Quality Policy' encourages minimum space standards be exceeded. The panel also recommends looking at the Design Quality Policy's guidance on liveability.
- It will be critical to be clear about the standards and metrics in respect of energy efficiency and other sustainability indicators. For example, general requirements such as 'buildings to be energy efficient' may not be specific or measurable enough to have impact (5.2).

Next steps

- The panel would welcome commenting on project plan and governance work at an appropriate point in the future.





**Epping Forest
District Council**

Report to the Cabinet

Report reference: C-034-2019/20

Date of Meeting: 26 March 2020

Portfolio: Planning Services – Cllr Philip

Subject: Implementation of the Local Plan: Update on progress

Responsible Officer: Alison Blom-Cooper (01992 564066)

Democratic Services: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

That the progress of Masterplans and Concept Frameworks, including the use of Planning Performance Agreements and the progress of other proposals at pre-application and application stage be noted (see Appendices A- D);

Executive Summary

Following the October 2018 Cabinet meeting which agreed the governance arrangements for the implementation of the Local Plan, the Implementation Team made a commitment to provide members with regular updates on the progress of Masterplans and Concept Frameworks within Epping Forest District to ensure that members are kept fully up to date.

This report therefore provides members with an update on the progress of Strategic Masterplans, Concept Frameworks and Planning Performance Agreements within the District.

Although there has been a delay in the securing the adoption of the Local Plan, the strategic sites are progressing well and are currently on track to meet the delivery of housing noted within the Housing Implementation Strategy Update 2019 (see [EB410A](#) and [EB410B](#)).

The Council is continuing to work proactively to identify an interim approach to address the backlog of planning applications held in abeyance following the advice from Natural England pending completion of the additional Habitats Regulations Assessment. Leading Counsel's advice is awaited on the lawfulness of any proposed interim approach.

Reasons for Proposed Decision

- To ensure that members are kept fully up to date on the progress of Masterplans and Concept Frameworks and other major proposals being promoted within the District.

Other Options for Action:

Not to update members on the progress on the above issues would be contrary to the commitment made by the Implementation Team as noted in the 18 October 2018 Cabinet Report.

Report:

Strategic Masterplans, Concept Frameworks and other allocated sites

1. [The Local Plan Submission Version 2017](#) (LPSV) promotes a joined up, collaborative and proactive approach to the planning and implementation of key strategic sites across Epping Forest District. The production of Masterplans and Concept Frameworks will ensure that development proposals are brought forward in accordance with the Council's priorities and policies and facilitate the delivery of necessary infrastructure. Such an approach is an important step towards boosting the timely delivery of high quality development and infrastructure within the District.
2. Strategic Masterplans and Concept Frameworks provide an overarching framework to ensure that development is brought forward in a coordinated and coherent way in accordance with high quality place making principles. The planning applications which follow must demonstrate general conformity with an endorsed Masterplan or Concept Framework. As set out in the [18 October 2018 Cabinet Report](#), the Council's Local Plan Cabinet Committee (LPCC) has the authority to approve Draft Strategic Masterplans and Concept Frameworks for consultation. Following the six-week consultation period, Strategic Masterplans will then be taken to Cabinet for formal endorsement as a material planning consideration. The process for Concept Frameworks is broadly similar, however owing to their smaller scale, these will only be taken to LPCC once for formal endorsement.
3. As set out in paragraph 15 of the report to Cabinet on 18 October 2018 a commitment was made to provide members with regular updates on the progress of masterplans and concept frameworks within Epping Forest District to ensure that members are kept fully informed of the progression of each plan.
4. The LPSV has identified site allocations which should be subject to the Strategic Masterplanning approach (see LPSV para 2.90 and 2.91). These include the following masterplans:
 - Latton Priory
 - Water Lane
 - East of Harlow
 - North Weald Bassett
 - North Weald Airfield
 - South Epping
 - Waltham Abbey North

And Concept Frameworks (see LPSV paras 2.99 and 2.100) for sites in:

- West Ongar
- South Nazeing.

Inspector's advice following examination hearings

5. Work continues to progress the Actions identified by the Inspector following the hearing sessions for the Independent Examination the Local Plan held between February and June 2019. The Inspector's Advice to the Council on 2 August 2019 ([ED98](#)) and her subsequent reply dated 25 November 2019 ([ED102](#)) sets out a number of changes to the Plan which are required to remedy issues of soundness in the form of Main Modifications.
6. The Actions identified within the advice are being progressed and the Council's latest response to the Inspector, dated 21 January 2020, sets out the high level programme of work that is being undertaken to establish the precise form of MMs that are required and agree these with the Inspector ([ED104](#) and [ED104A](#)). This recaps the way in which the Council is approaching matters relating to the Habitats Regulations Assessment (HRA) and updating and consolidating the Infrastructure Delivery Plan and viability documents supporting the Local Plan. Following discussions with the Council's consultants and dialogue with Natural England including the incorporation of their comments the Council will be submitting the agreed methodology to the Inspector for the updated HRA. In accordance with the high level programme agreed with the Inspector the Council submitted the second tranche of Main Modifications (MMs) during the week commencing 27 January 2020. Comments have now been received on this and work is progressing on the third tranche of MMs.
7. As previously reported the Council is continuing to work actively to resolve the current situation that has restricted housing and economic development coming forward in the District since 2018 and is working with Natural England to identify potential opportunities to address the backlog of underdetermined applications. The report to Cabinet on [6 January 2020](#) confirmed that the Council has undertaken a comprehensive review of all the applications held in abeyance and of those, identified 15 applications that could be determined. Release of these permissions will allow the construction of 34 dwellings across a number of schemes, development of a hangar at the North Weald Airfield, and provision of accommodation for 31 nursery workers in two schemes. The list remains under review. In the meantime, the Council continues to undertake work to identify whether an interim approach to managing atmospheric pollution impacts on the EFSAC can be identified to address the backlog of applications. The Council continues to work with Natural England and to consider the options as set out in the January Cabinet report. Leading Counsel's advice is currently awaited on the lawfulness of the options for granting planning permission for new development prior to the completion of the additional HRA. The Council is also in regular dialogue with MHCLG and other authorities that find themselves in a similar position in order to identify potential solutions.

Current progress on the masterplans

8. Work on the masterplans for the Garden Town sites has continued with EFDC officers liaising with key stakeholders across the 5 Garden Town authorities and relevant site promoters. EFDC and Harlow District Council (HDC) met in early February to discuss the masterplanning options for the land at East of Harlow. HDC

is arranging a subsequent meeting with EFDC and the main site promoter Miller Homes to discuss and agree how to progress the masterplan.

9. With respect to Latton Priory, the Garden Town Partners are commissioning a piece of work to evaluate the provision of the access road and sustainable transport corridor to Latton Priory. This is needed to address Action 15 identified by the Inspector in her advice note of 2 August 2019 (EB98) and her comments set out in paragraph 33 of that note to review the access proposed to service the site and either modify it or provide further justification for its route. Until this work is completed it is difficult to progress the masterplan work further.
10. A series of meetings have been held between EFDC and the main site promoters at Water Lane to discuss key technical matters, including site access and the Sustainable Transport Corridor (STC). ECC has been involved in these meetings and EFDC continues to liaise closely with them on key matters.
11. The Implementation Team has been proactively engaging with relevant site promoters to progress the other Strategic Masterplan and Concept Frameworks in the District. Some strategic sites are more advanced than others, but good progress has been made. Meetings have been held with the site promoters/developers for the North Weald Bassett, South Epping and Waltham Abbey North Masterplan areas. For the North Weald Bassett Masterplan area there have been meetings with the site promoters and Neighbourhood Plan Steering Group to discuss the green infrastructure/SANGS proposals on 7 February 2020. The North Weald Bassett Neighbourhood Plan Steering Group held community consultation events in December 2019 and has since met with EFDC officers.
12. Initial internal meetings on North Weald Airfield have been undertaken and the contract for masterplanning has now been let based on the project brief agreed at April's Cabinet meeting. Officers are preparing a Planning Performance Agreement in relation to the masterplanning programme.
13. EFDC officers met with the site promoters for the South Epping masterplan area in December to discuss the Inspector's concerns regarding the proposed level of housing on the site and sought to agree a way forward in order to demonstrate certainty over delivery. Since then, site promoters met with EFDC Officers in February to update them on the technical evidence being prepared to address the Inspector's concerns.
14. The site promoters for the Waltham Abbey North Masterplan area are preparing a community engagement strategy and have been working with EFDC officers to agree the details of a Planning Performance Agreement. Meetings have been held in January and February 2020 to agree the masterplanning programme and timescales for preparing a masterplan for the site as a whole. Discussions on the two Concept Frameworks are still at an early stage in the masterplan process.

Other allocated sites

15. Alongside the Strategic Masterplan and Concept Framework sites, the Implementation and Development Management Teams have been progressing some of the smaller sites proposed for allocation within the LPSV. As with the strategic sites, some of these proposed allocations are further advanced than others, but officers are encouraged by the progress which has been made to date and work continues to progress their delivery in accordance with the Housing Trajectory.
16. The development proposals at St John's site for a mixture of commercial and residential uses, including a leisure centre, are at an advanced stage and were reviewed by the Council's Quality Review Panel in October. A separate report on the Epping Town Centre sites, in particular St John's, Cottis Lane and Bakers Lane has been prepared for March's Cabinet. The Roundhill residential development proposals were reviewed by the Quality Review Panel in July and officers continue to discuss refinements to the proposals.
17. A revised planning application was submitted in October 2019 for the Next development proposals at land at Dowding Way. Although the new application represents an amendment to the previous scheme, it has been subject to detailed design discussion with EFDC officers and sent for review to the Quality Design Panel. The application was due to be considered at the District Development Management Committee (DDMC) on 22 January 2020 but was withdrawn from the agenda at the request of the applicant, Next PLC, in light of a holding objection from Highways England. The Council continue to work with the applicant and Highways England to resolve these issues and those matters concerning the Epping Forest Special Area of Conservation (SAC).
18. Appendix A provides an update on the progress of the Masterplans and Concept Frameworks; Appendix B provides an update on the progress of each of the strategic and other allocated sites and Appendix C provides information on other proposals on non allocated sites over 0.2 hectares in size or more than 6 dwellings. Appendix D provides information on the schemes reviewed by the Quality Review Panel.

Resource Implications:

As set out in the 18 October 2018 Cabinet Report, the successful delivery of the Garden Town and the other strategic sites within Epping Forest District will require considerable commitment of officer time from EFDC. The noting of the contents of this report do not give rise to additional resource implications.

Legal and Governance Implications:

The work on the Strategic Masterplans and Concept Frameworks has been developed in accordance with Government policy (NPPF) and Planning Law.

Safer, Cleaner, and Greener Implications:

The Local Plan contains a policy designed to promote the notion of making good places to live, work and visit. This will include safer by design principles, sustainable development, the provision of alternatives to the car, energy efficiency and environmental considerations as well as sustainable drainage systems and quality green infrastructure. Strategic

Masterplans and Concept Frameworks will be the mechanism for these place-making measures to be delivered in identified Masterplan Areas.

Consultation Undertaken:

Some of the Strategic sites have been the subject of informal public consultation and engagement. However as set out in the Councils Masterplan and Concept Framework Plan Briefing note, these sites will be subject to public consultation in accordance with an endorsed Statement of Community Involvement.

Background Papers:

C-015-2018/19: Governance arrangements for Local Plan Implementation, 18 October 2018

C-027-2019/20: Implementation of the Local Plan: update on progress 6 January 2020

Inspector's advice after hearings (ED98) 2 August 2019

Housing Implementation Strategy EB401A and B January 2019

Habitat Regulations Assessment (EB209) January 2019

Risk Management:

If the Council was not to take a pro-active stance on the delivery of Masterplans and major applications arising from the Local Plan, there is a real risk of or development occurring of a type that does not extract maximum value for the provision of social infrastructure and poor quality development may occur.

Section 1: Identifying details
Your function, service area and team: Planning Service
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: Update on the progress of strategic masterplans, concept frameworks, planning performance agreements, the Quality Review Panel and contributions from developers towards infrastructure
Officer completing the EqIA: Tel: Lydia Grainger Email: lgrainger@eppingforestdc.gov.uk
Date of completing the assessment: 19 February 2020

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): <i>The report is to update members on the progress of Strategic site allocations in the LPSV.</i> What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? <i>To ensure members are fully briefed on the progress made on strategic planning issues.</i>
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? No
2.4	Will the policy or decision involve substantial changes in resources? <i>No – the report is for information only.</i>
2.5	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><i>It fulfils a commitment made to Cabinet in the report of 18 October 2018 to keep members updated on the progress of masterplans, concept frameworks and other site allocations.</i></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	<p>What does the information tell you about those groups identified?</p> <p><i>This is not applicable – the report is for noting only.</i></p>
3.2	<p>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?</p> <p><i>N/A – as above</i></p>
3.3	<p>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:</p> <p><i>N/A for reason noted in 3.1</i></p>

Section 4: Impact of policy or decision

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

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None	N/A
Disability	None	N/A
Gender	None	N/A
Gender reassignment	None	N/A
Marriage/civil partnership	None	N/A
Pregnancy/maternity	None	N/A
Race	None	N/A
Religion/belief	None	N/A
Sexual orientation	None	N/A

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA 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.

No actual or likely adverse impacts have come to light.

Section 6: Action plan to address and monitor adverse impacts

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: Alison Blom-Cooper

Date: 20 February 2020

Signature of person completing the EqlA: Lydia Grainger

Date: 19 February 2020

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.

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Appendix 1 - Masterplan and Concept Frameworks

Masterplan Area / Concept Framework Area	Local Plan policy and site reference	Description of proposed allocation	PPA status	Delivery due to commence (Housing Implementation Strategy 2019)	QRP	Timescales / progress update	Proposal stage	Section 106	Case officer
Latton Priory	Policy SP 4 & SP 5: SP 5.1	New Garden Town Community consisting of approximately 1,050 homes, 2 hectares of employment land, up to 5 traveller pitches, a new primary and secondary school and a local centre.	Signed - August 2018	2022/23	11/10/2018 and 05/04/2019	Series of masterplanning meetings have been held and are ongoing between key stakeholders including EFDC, the main site promoters (Commercial Estates Projects Ltd and Hallam Land), ECC (Highway and Education), and HDC. Stakeholder Workshops have taken place. First round of public consultation and engagement took place in October 2019.	Masterplan	Not commenced	Simone Williams
Water Lane	Policy SP 4 & SP 5: SP 5.2	New Garden Town Community consisting of approximately 2,100 homes, up to 5 traveller pitches, a new primary school and a local centre.	West Sumners signed -July 2018 West Katherines signed - May 2019	2022/23	28/03/2019 - joint 06/09/2019 - West Sumners	Series of masterplanning meetings have been held and are ongoing between key stakeholders including EFDC, the main site promoters (a consortium of housebuilders including Persimmon, Taylor Wimpey and Martin Grant Homes - West Katherines, and Manor Oak Homes - West Sumners), ECC (Highway), and HDC. Representatives of the smaller sites contained within Tylers Cross have recently begun to engage in the Masterplanning process and engagement has begun with representatives of Redwings. West Sumners seeking to go out to informal public engagement early 2020.	Masterplan	Not commenced	Simone Williams
East of Harlow	Policy SP 4 & SP 5: SP 5.3	New Garden Town Community consisting of approximately 750 homes, up to 5 traveller pitches, a new primary school, a local centre, and a potential new secondary school and potential relocation of PAH.	Seeking to secure PPA	2024/25	N/A	Meetings have been held between key stakeholders including EFDC, the main site promoters (Miller Homes), ECC, HDC and PAH NHS Trust. Draft PPA with site promoters. Awaiting response from Miller Homes as to whether they will commence Masterplanning. HDC and EFDC to meet with Miller Homes to seek progress on PPA/Masterplanning. Communication has taken place with three smaller land promoters within the masterplan area about bringing their sites forward as part of the new development.	Masterplan	Not commenced	TBC
North Weald Bassett	Policy P 6: NWB.R1, NWB.T1, NWB.R2, NWB.R3, NWB.R4 and NWB.R5	Provision of approximately 1,050 homes and 5 traveller pitches, a new local centre including retail, community and health facilities and the erection of a new primary school.	Advanced stage of discussion	2022/23	14/07/2019	The draft PPA is now at an advanced stage of negotiation between the parties and meetings have been progressing in the meantime. To date, meetings have taken place on transport issues, green infrastructure, SANGS provision, urban design and land drainage. In addition, workshops have been held with the North Weald Bassett Neighbourhood Plan Steering Group.	Masterplan	Not commenced	James Rogers
North Weald Airfield	Policy P 6: NWB.E4	Provision of new B1/B2/B8 employment uses on NWB.E4 and retention and expansion of aviation uses to the west of the main runway.	Not commenced	2022/23	N/A	The draft PPA is currently under negotiation between the parties and seeks to set a commitment that the residential led Masterplan and the Airfield Masterplan will be coordinated in their approach. It is envisaged that the PPA will be agreed and signed by the end of March 2020 and it will include a Masterplanning project plan.	Masterplan	Not commenced	James Rogers
South Epping	Policy P 1: EPP.R1 and EPP.R2	Provision of approximately 950 homes, a new neighbourhood centre to include community facilities, employment, health facilities and retail uses as well as a new primary school and early years childcare provision.	Advanced stage of discussion	2023/24	N/A	The Local Plan Inspector's advice from August 2019 raised concerns regarding the potential impact of development on landscape character and the Green Belt. EFDC and the site promoters/developers have held meetings to discuss technical matters including noise, landscape/SANGS, access and education. The site promoters are in the process of preparing technical evidence in support of the proposed masterplan site. EFDC are expecting to receive this evidence mid-March.	Masterplan	Not commenced	James Rogers
Waltham Abbey North	Policy P 3: WAL.R1, WAL. T1, WAL.R2 and WAL.R3	Provision of approximately 740 homes and 5 traveller pitches as well as a new local and community centre.	Advanced stage of discussion	2022/23	N/A	The draft PPA is now at an advanced stage of negotiation and has been agreed in principle by the site promoters and EFDC. A meeting has been held on community engagement in February 2020 and further topic meetings are being arranged. Site promoters have been undertaking technical studies in order to progress the Masterplan process. Upon signing of the PPA, the topic meetings will begin to support the masterplanning process.	Masterplan	Not commenced	James Rogers
Jessel Green	Policy P 2: LOU.R5	Provision of approximately 154 homes.	Not commenced	2028/29	N/A	Following the advice received from the Local Plan Inspector, the proposed allocation is to be deleted from the plan via Main Modification.	Not commenced	Not commenced	N/A
Limes Farm	Policy P 7: CHIG.R6	Regeneration led development to provide an additional 100 homes on the site as well as new community and local service facilities.	Not commenced	2028/29	N/A	Following the advice received from the Local Plan Inspector, the proposed allocation is to be deleted from the plan via Main Modification.	Not commenced	Not commenced	N/A
West Ongar Concept Framework Area	Policy P 4: ONG.R1 and ONG.R2	Provision of approximately 234 homes	Initial discussions	2022/23	N/A	Discussions regarding a PPA and a project plan are at an early stage	Concept Framework	Not commenced	James Rogers
South Nazeing Concept Framework Area	Policy P 10: NAZE.R1, NAZE.R3 and NAZE.R4	Provision of approximately 93 homes.	Initial discussions	2021/22	N/A	Discussions regarding a PPA and a project plan are at an early stage	Concept Framework	Not commenced	TBC

Masterplan Area / Concept Framework Area	Local Plan policy and site reference	Description of proposed allocation	PPA status	Delivery due to commence (Housing Implementation Strategy 2019)	QRP	Timescales / progress update	Proposal stage	Section 106	Case officer
St John's Road	EPP.R4	Comprehensive redevelopment of the site.	Advanced stage of discussion - not yet signed	2028/29	04/10/2019	Meetings have been held and are ongoing between key stakeholders. Member workshop has taken place. Draft proposals presented to the Council's QRP in October 2019. Draft PPA prepared.	Masterplan	Not commenced	Nick Finney

Appendix 2 - Allocated Sites

Site	Local Plan site Reference	Description of proposal	PPA status	Delivery due to commence (Housing Implementation Strategy 2019)	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible	
Pre application proposals													
Land to the North of Chelmsford Road	ONG.R4	Erection of 163 homes comprising of 1, 2, 3 and 4 bedroom houses and apartments.	N/A	2022/23	EIA Screening Opinion	Jun-19	N/A	N/A	Site promoters have requested an Environmental Impact Assessment Screening Opinion.	Not commenced	Alex Taylor	Development Management	
Epping Forest College, Borders Lane Playing fields, Borders Lane	LOU.R4	290 Dwellings in a mix of 2, 3, 4 and 5 storey blocks together with sports and recreation space, and Wellness Centre.	Pre-app PPA signed, Planning application PPA under negotiation	2022/23	Pre application ref - EF\2019\ENQ\06881	Jan-20	TBC	09- Aug-19 (whole site) and 14-Jan-2020 (Wellness Centre)	Discussions ongoing regarding revisions following QRP. Public consultation carried out by the Site Promoters. Design meeting held February 2020. Planning application submitted.	Under preparation	Marie Claire Tovey	Development Management	
Former Waltham Abbey Swimming Pool, Roundhills, Waltham Abbey	WAL.R6	Redevelopment of the site to provide residential development.	N/A	2028/29	Pre application ref: EF\2018\ENQ\01422	Sep-19	TBC	12-Jul-19	Discussions ongoing regarding revisions following QRP. Public consultation carried out by the Site Promoters in September 2019.	Under preparation	Michael Johnson	Development Management	
Land at Forest Drive, Theydon Bois	THYB.R1	Mixed development up 39 dwellings.	N/A	2021/22	Pre application ref: EF\2018\ENQ\00400	Jun-19	N/A	N/A	Under consideration.	Not commenced	Marie Claire Tovey	Development Management	
Grange Court, 72 High Road, Chigwell	CHIG.R9	Conversion of Listed building into 8 dwellings and extensions to create a further six dwellings.	N/A	Planning Permission granted - EPF/3264/17	Pre application ref: EF\2019\ENQ\00330	No	N/A	N/A	Ongoing discussion.	Not commenced	Ian Ansell	Development Management	
Greensted Croft, Greensted Road, Ongar	ONG.R5	Erection of up to 115 residential units.	Agreed and signed	2022/23	Pre application ref: EF\2018\ENQ\01132	Nov-18	TBC	28-Mar-19	Ongoing pre-application discussions for site-wide masterplan. Further meetings held in July 2019, November 2019 and January 2020.	Not commenced	Ian Ansell	Development Management	
Chigwell Convent	CHIG.R7	Redevelopment of site for various residential uses , 3.4 hectares 136 -194 dwellings.	N/A		Pre application ref: EF\2019\ENQ\00562	Jul-19	TBC	TBC	Heritage assessment submitted in February 2020 in support of proposed site allocation in Local Plan following concerns raised by Inspector.	Not commenced	James Rogers	Development Management	
57a - 57b Fyfield Road, Ongar	ONG.R3	Erection of 20 houses with garages; and construction of an additional car parking area for Ongar medical centre.	N/A		Pre application ref: EF\2017\ENQ\01613	No	TBC	TBC	Pre App.	Not commenced	Sukhi Dhadwar	Development Management	
Wain and Green Hedges, Coppice Row, Theydon Bois	THYB.R3	Demolition of existing properties and construction of 9 new apartments with car parking.	N/A		Pre application ref: EF\2019\ENQ\00630	Aug-19	N/A	N/A	Pre application meeting was held on 16th August. Suggested amendments following discussions with the Urban Design Team. Awaiting amendments to be received from applicant.	Not commenced	Honey Koujouri	Development Management	
Stanford Rivers Road, Ongar	ONG.R6	Erection of 39 residential units.	Discussions ongoing		Pre application ref: EF\2019\ENQ\00630	No	N/A	TBC	Pre-application meeting held February 2020 with planning and design officers.	Not commenced	Ian Ansell	Development Management	
Planning applications submitted awaiting decision													
Land North of Dowding Way	WAL.E8	Hybrid Planning Application: Phase 1 - Erection of large scale distribution warehouse and phase 2 - Outline application for other employment uses.	Agreed but not yet signed	2026/27	EPF/2503/19	Oct-18		15/05/2018	26-Apr-18 Oct-18 and 11-09-18 Aug-19	Highways England currently have a holding direction on the application since there is concern regarding the potential impact of the development on junction 26 of the M25. The Council is also considering whether it has been demonstrated beyond a reasonable scientific doubt that there would not be harm caused to the Epping Forest SAC. Officers are working with the site promoters on all matters in an effort to overcome the issues which have been raised.	Agreed	James Rogers	Implementation
Land west of Froghall Lane, Chigwell	CHIG.R4	Proposed assisted living development to provide apartments and communal and support facilities.	N/A	Site allocated for C2 use	Planning application - EPF/1182/18	Nov-18		?	?	Under consideration.	Not commenced	Jerry Godden	Development Management
Land Corner of Mill Lane / Millfield, High Ongar	HONG.R1	Erection of 8 three bedroom houses including new access from Millfield, provision of parking spaces, amenity space and landscaping.	N/A	2020/21	Planning application - EPF/1718/18	Jul-17	N/A	N/A	Application withdrawn from Area Planning Committee as a result of a potential legal challenge by a neighbour objecting to the site allocation in the LPSV.	Not commenced	Ian Ansell	Development Management	
Lake View, Moreton	MORE.T1	Application for variation of condition 10 on planning application EPF/1356/98 (allowed on appeal) (Use of land for Showmen's permanent quarters (relocation of existing established overcrowded site) to enable up to 62 caravans to be located within the site).	N/A	Regularisation of existing use	Planning application EPF/0499/18	Jun-18	N/A	N/A	Awaiting further information from applicants.	Existing use	Ian Ansell	Development Management	
Gypsy Mead, Ongar Road, Fyfield	FYF.R1	Proposed development of x 24 no. new homes with associated parking facilities, cycle stores and rubbish disposal.	N/A	2022/23	Planning application - EPF/0016/19	Apr-19	Awaiting further information on wider issues	22-Nov-18	Applicant engaging in affordable housing viability discussions with EFDC officers.	Not commenced	Alex Taylor	Development Management	
St Thomas More Church, Willingale Road, Loughton	LOU.R16	Demolition of redundant church and associated buildings and erection of 16 house, 10 flats and a new community hall.	N/A	2021/22	Planning application - EPF/0304/19	Nov-18	N/A	N/A	Area Plan South considered application July 2019. Issues relating to SAC still to be resolved.	Not Commenced	Marie Claire Tovey	Development Management	
Unit 20, Oakwood Hill Industrial Estate	LOU.E1	Proposed new 5 storey office building with associated parking.	N/A		Planning application - EPF/1908/19	No	N/A	N/A	Planning Application.	Not Commenced	Marie Claire Tovey	Development Management	
Epping Forest College, Borders Lane, Loughton	LOU.R9	Redevelopment of the site to provide x139 no. residential units in 3 buildings ranging from 3-5 storeys, car parking spaces, communal landscaped amenity areas, secure cycling parking & other associated development.	Pre-app PPA signed, Planning application PPA under negotiation	2023/24	Planning application - EPF/2905/19	Jun-19	TBC	09-Aug-19	Planning Application design meeting held with applicants Febraury 2020.	Not commenced	Marie Claire Tovey	Development Management	
Land rear of 287-291 High Street, Epping	EPP.R10	1 no. 3 storey and 1 no. 2 storey buildings for five residential units with creation of a communal open space, landscaping and associated works.	N/A		Planning application - EPF/1080/19	No	N/A	28-Mar-19	Initially applied for 5 homes, following Officer disuccsions now reduced to 3. Application held up by EF SAC issue.	Not commenced	Caroline Brown	Development Management	
Nazeing Glassworks	NAZE.E3	Redevelopment of the site to provide approximately 5,000sqm of employment space and 230 residential dwellings.	Payment received	Not an allocated site for housing	Planning application: EPF/2712/19 (Pre application ref: EF\2018\ENQ\00219)	May-18	TBC	16-Aug-18	Further post-QRP pre-application meeting held in August 2019 with planning and design officers. Planning application submitted.	Not commenced	Sukhi Dhadwar	Development Management	
Oak Hill Green, Oak Hill Road, Stapleford Abbots	STAP.R1	Residential development around 40 units and community facilities.	N/A	2021/22	Planning application: EPF/0216/20 (Pre-app ref EF\2018\ENQ\00275)	May-18	N/A	Second review 17-May-19	Further pre-appclcation meeting held in October 2019. Planning application submitted.	Not commenced	Ian Ansell	Development Management	
Applications awaiting S106 to be signed (excluding S106 only relating to the SAC)													

Site	Local Plan site Reference	Description of proposal	PPA status	Delivery due to commence (Housing Implementation Strategy 2019)	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible
JW Fencing, Pecks Hill, Nazeing	NAZE.R2	Outline planning application for the demolition of all existing buildings on the site and erection of 25 dwellings.	N/A	2022/23	Outline Planning application	Jul-18	No	No	Area Plans West Committee resolved to grant planning permission on 10/04/2019. Issues around SAC still to be resolved. Subject to conditions and a Section 106 legal agreement, may require additional infrastructure contributions.	Awaiting signature	Sukhi Dhadwar	Development Management
Planning applications determined and issued												
256 High Road, Loughton	LOU.R8	Demolition of existing buildings and construction of 29 apartments in a single building of 3, 4 and 5 storeys in height, alongside associated access, amenity space, landscaping and parking.	N/A	2022/23	Planning permission granted	Jan-18	No	No	Development complete.	Complete	James Rogers	Implementation
126 Manor Road, Chigwell	CHIG.R3	To retain the existing dwelling at No. 126 Manor Road and add a new extension to the front and rear; creating 12 x no. residential units in total; with associated parking, cycle storage, refuse store and amenity space.			Planning Application - EPF/3281/16	No			Development complete.		Ian Ansell	Development Management
Proposals at appeal												
Old Epping Laundry Site, Bower Hill, Epping	EPP.R9	Demolition of existing buildings and erection of 58 new residential dwellings.	N/A	2021/22	Planning application - EPF/3174/18 refused	Yes	?	?	Refused 30/04/2019 under delegated authority on grounds of design, quality of accommodation, impact on neighbours, lack of affordable housing, parking provision and impact on the SAC.	Not commenced	Sukhi Dhadwar	Development Management
13 - 15a Alderton Hill, Loughton	LOU.R14	Demolition of three dwellings and erection of residential development to provide 89 apartments.	N/A	2028/29	Public inquiry appeal: ref APP/J1535/W/18/3203410	Oct-18	No	No	Planning permission refused and appeal dismissed following a public enquiry on grounds of design and impact on Epping Forest SAC.	Not commenced	Sukhi Dhadwar	Development Management

Appendix 3 - Non allocated Sites

Site	Description of proposal	PPA status	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible
Pre application submissions										
Crown House, 151 High Road, Loughton	Demolish Crown House and the car park and create a new landmark building consisting of Offices, Retail and Residential accommodation.	N/A	Pre application ref - EF\2019\ENQ\00417	Jun-19	TBX	TBC	Pre application meeting held. Issues raised over scale of development, number of units and impact on Epping Forest SAC. Revised proposal to be submitted.	Not commenced	Graham Courtney	Development Management
Upper Clapton RFC	New all weather pitch, alterations to function hall, improved drainage to pitches, alterations to car park and relocation of floodlights, together with enabling development comprising 9 residential dwellings.	N/A	Pre application ref - EF\2019\ENQ\000352	No	N/A	N/A	Pre application meeting held. Issues raised over impact on green belt, inappropriate development with no very special circumstances demonstrated. Applicant reconsidering position.	Not commenced	Graham Courtney	Development Management
Land North of Pick Hill Waltham Abbey EN9 3LF	123 Dwellings and open space.	TBD	EF\2019\ENQ\00338	May-19	TBC	TBC	Pre application meeting carried out. Concerns raised over impact on green belt, flooding, Epping Forest SAC and sustainability.	Not commenced	Sukhi Dhadwar	Development Management
Howards Nursery, Epping Road, Nazeing	Erection of 8 new dwellings.	N/A	EF\2019\ENQ\00511	No	N/A	N/A	Pre application submitted - 7/6/2019.	Not commenced	Caroline Brown	Development Management
Kingsfield Nursery, Sewardstone Road, Waltham Abbey	9 Residential properties, associated access, ancillary development, landscaping and public open space.	N/A	Pre application ref - EF\2019\ENQ\00474	Sep-19	N/A	N/A	Pre application submitted - 29/5/19.	Not commenced	Sukhi Dhadwar	Development Management
11 The Shrubberies, Chigwell	Demolition of existing single dwelling house and erection of new structure housing 9 flats across 3 floors, including dedicated off-street parking.	N/A	Pre-app ref EF\2019\ENQ\00406	Sep-19	N/A	N/A	PRE - APP FILE CLOSED	Not commenced	Ian Ansell	Development Management
Conquest House, Church Street, Waltham Abbey	Change of use of office (B1a) to residential (C3) to provide 49 self-contained 1 bed units.	N/A	Pre application ref EF\2019\ENQ\00609	No	TBC	TBC	Pre application submitted - 28/06/2018	Not commenced	Graham Courtney	Development Management
Eastbrook Hall, Broomstick Hall Road, Waltham Abbey	Erection of 3 storey building containing 12 units and the re-development of residential building for more units.	N/A	Pre-application ref EF\2019\ENQ\00605	No	N/A	N/A	Pre application submitted - 27/06/2019.	Not commenced	Sukhi Dhadwar	Development Management
233 - 235 Fencepiece Road, Chigwell	Demolition of two existing semi-detached dwellings and replacement with single structure containing 10 new apartments.	N/A	EF\2019\ENQ\00647	Sep-19	N/A	N/A	Pre application submitted August 2019. Pre app response has been given.	Not commenced	Marie-Claire Tovey	Development Management
Land on the southern side of Honey Lane, Waltham Abbey	Proposed construction of a new 75 bed care home, 5 key worker houses, 8 supported living apartments, 4 affordable houses and 6 market houses. Site area 1.06 hectares, Care Home (GIA) - 4030 sq.	N/A	Pre application ref EF\2019\ENQ\00585	No	TBC	TBC	Pre application submitted - 24/06/2019.	Not commenced	Francis Saayeng	Development Management
Loughton Health Centre, the Drive, Loughton	Erection of 14 residential units and rebuild health centre.	N/A	Pre application re EF\2019\ENQ\00600	Aug-19	N/A	N/A	Pre application submitted - August 2019. Pre app response has been given.	Not commenced	Sukhdeep Jhooti	Development Management
Springfield Nursery, Pick Hill, Waltham Abbey	Erection of 50 new dwellings and associated infrastructure.	N/A	Pre application ref EF\2018\ENQ\01076	Aug-19	N/A	N/A	Pre application submitted - 27/09/2018.	Not commenced	Sukhi Dhadwar	Development Management
25 Theydon Park Road, Theydon Bois	Demolition of existing dwellings and replacement with 7 no. new dwellings.	N/A	Pre application ref EF\2019\ENQ\00737	No	N/A	N/A	Pre-app response sent - case closed.	Not commenced	Muhammad Rahman	Development Management
Land adjacent to Epping Road and School Road, Toot Hill, Essex	Erection of five new homes and the provision of public open space.	N/A	Pre application ref EF\2019\ENQ\00616	No	N/A	N/A	Under consideration.	Not commenced	Sukhdeep Jhooti	Development Management
Hornes Farm, Mount Road, Epping, CM16 7PH	Proposed redevelopment to provide six agricultural buildings and nine new dwellings.	N/A	Pre application ref EF\2019\ENQ\00715	Sep-19	N/A	N/A	Pre application meeting held on 27th September 2019. Response to be issued.	Not commenced	Honey Kojouri	Development Management
Land rear of 176 Honey Lane Waltham Abbey EN9 3BA	Proposed construction of x4 no. dwellings.	N/A	Pre application ref EF\2019\ENQ\00648	No	N/A	N/A	Pre application submitted - 09/07/2019.	Not commenced	Caroline Brown	Development Management
Land east of Forest Glade North Weald Essex CM16	Proposed redevelopment to provide 1,548sqm of employment floor space.	N/A	Pre application ref EF\2019\ENQ\00645	Sep-19	N/A	N/A	Pre application meeting held on 27th September 2019. Response to be issued.	Not commenced	Honey Kojouri	Development Management
Paternoster House 69A Paternoster Hill Waltham Abbey EN9 3JY	Two storey block to provide 40 no. additional bedrooms.	N/A	Pre application ref EF\2019\ENQ\00563	Sep-19	N/A	N/A	Pre application submitted - 19/06/2019.	Not commenced	Sukhi Dhadwar	Development Management
Hill House, Waltham Abbey	New build independent living scheme comprising 48 no. 1 bed flats and 12 no. 2 bed flats, communal facilities and dining cafe area. Landscaped ground and parking for 30 no. cars including 3no. disabled spaces.	N/A	Pre-application ref EF\2018\ENQ\00665	Oct-19	04/03/2019	24-Jan-19	Now an application.	Not commenced	Sukhi Dhadwar	Development Management
Warlies Nuseries, Horseshoe Hill, Waltham Abbey	18 retirement dwellings within walled garden	N/ A	Pre-application ref EF\2019\ENQ\00958	Dec-20	N / A	N / A	Awaiting further details on historic buildings, applicants awaiting SAC outcome.	Not commenced	Ian Ansell	Development Management

Site	Description of proposal	PPA status	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible
Taw Lodge, Epping Lane, Stapleford Tawney	Demolition of existing buildings & erection of x7 no. residential dwellings.	N / A	Pre-application ref EF\2019\ENQ\00999	Dec-20	N / A	N/A	Response in progress - not sustainable location, impact on Green Belt	Not commenced	Ian Ansell	Development Management
Land at Chimes Garden Centre, Old Nazeing Road, Nazeing	Residential redevelopment on 'brownfield land'	N / A	Pre application re EF\2019\ENQ\00807	Dec-20	n / A	N / A	Response in progress - dispute brownfield land claims, impact on Green Belt	Not commenced	Ian Ansell	Development Management
Old Farm, Green Lane Chigwell	residential development - 100 dwellings	N / A	Pre application ref - EF\2019\ENQ\01078	No	N / A	N / A	Meeting with agent Feb 20. This appears a non -starter and intend resolving swiftly	Not commenced	Ian Ansell	Development Management
Planning applications awaiting decision										
North Weald Park (Quinn)	Erection of up to 690 dwellings, including new access route, vehicle parking, landscaping and associated infrastructure.	Signed 18/05/18	Planning application - EPF/1413/18	Jul-18	08/09/2018	27-Sep-18 and 05-Apr-2019	Application under consideration. Highways England issued holding direction October 2019.	Not commenced	Sukhi Dhadwar	Development Management
Land to the north of the Nags Head Public House, Moreton	Application for Outline Planning Permission for the erection of x 7 no. new homes and provision of associated parking, landscaping and access improvements.	N/A	Planning application - EPF/0496/19	No	N/A	N/A	Under consideration. Need to take into account policies of Moreton, Bobbingworth and the Lavers Neighbourhood Plan. Application Withdrawn	Not commenced	Sukhi Dhadwar	Development Management
Pickerells Farm, Dunmow Road, Fyfield	Change of use of existing building to form 6 no. dwellings with associated amenity space, parking space bin store, bike store, passing bays and skip enclosure.	N/A	Planning application - EPF/0537/19	No	N/A	N/A	Application registered - 12/04/2019.	Not commenced	Alastair Prince	Development Management
Land at Gainsborough House, Sheering Lower Road, Sheering	Change of use of Gainsborough House from offices to residential and erection of a two and a half storey extension to create 10 no. flats and revised parking layout.	N/A	Planning application - EPF/0438/19	No	N/A	N/A	Scheme reduced to 10 units. Traffic study submitted on SAC issues, awaiting further information on IDP contribution and marketing (Policy E1).	Not commenced	Ian Ansell	Development Management
Middlebrook Industrial Estate, Hoe Lane, Nazeing	Demolition of existing commercial buildings and erection of 20no. detached/semi-detached dwellings and 13no. 'affordable' houses with associated off-street parking, private gardens and landscaping.	N/A	Planning application - EPF/1201/19	Jul-19	N/A	N/A	Revised plans under consideration.	Not commenced	Sukhi Dhadwar	Development Management
Netherhouse Farm, Sewardstone Road, Waltham Abbey	Change of use of land to a woodland cemetery and crematorium with the erection of a meeting hall and associated buildings. (Variation to previously approved application ref. EPF/0526/17).	N/A	Planning application - EPF/0599/19	No	N/A	N/A	Application registered - 05/04/2019. Negotiation taking place between EFDC and applicant regarding SAC and air quality.	Not commenced	Alex Taylor	Development Management
Low Hill Nursery, Sedge Green, Nazeing	Replacement of existing caravans with permanent building containing accommodation for 10 nursery workers.	N/A	Planning application - EPF/3339/18	No	N/A	N/A	Application registered - 12/02/2019.	Not commenced	Alex Taylor	Development Management
Woodredon House, Woodredon Farm Lane, Waltham Abbey	Conversion and change of use of former care home including the removal of side extensions and replacement with one storey side extension to provide x 10 no. apartments (C3) with cart-lodge style garaging.	N/A	Planning application - EPF/0729/19	No	N/A	N/A	Application registered - 23/05/2019.	Not commenced	Alex Taylor	Development Management
New Barns Farm, Epping Road, Roydon	Conversion of redundant farm buildings to seven residential (C3) units, demolition of sections of buildings and associated works.	N/A	Planning application - EPF/3120/18	No	N/A	N/A	Application registered - 20/03/2019.	Not commenced	Alex Taylor	Development Management
Garages to the rear of nos.13-43, Charles Street, Epping	Demolition of the existing garage buildings and the erection of 9 x 2 bedroom mews houses, with associated landscaping, parking, bike and refuse stores.	N/A	Planning application - EPF/3426/18	No	N/A	N/A	Committee considered. Transport Assessment now submitted relating to Epping Forest SAC.	Not commenced	Sukhi Dhadwar	Development Management
Langley and Mile Nurseries, Crooked Mile, Waltham Abbey	Outline planning application for a residential development comprising up to x 52 no. dwellings (including 40% affordable housing) with vehicular access from Crooked Mile, associated open space, children's play area and ancillary works.	N/A	Planning application - EPF/0695/19	Apr-19	TBC	TBC	Application registered - 03/04/2019 - Applicant is commissioning further work on transport and air quality.	Not commenced	Alex Taylor	Development Management
Land at Nine Ashes Road, High Ongar	Erection of 8 affordable dwellings and 3 open market dwellings.	N/A	Planning application - EPF/1137/18	Jun-19	N/A	N/A	Application registered 03/05/2018. Proposals include under provision of affordable housing (contrary to policy). EFDC to proceed to decision unless withdrawn by applicant.	Not commenced	Alex Taylor	Development Management
High House Farm, Stapleford Road, Stapleford Abbots	Construction of 27 new dwellings, including 7 affordable dwellings, with associated infrastructure, parking, public open space and landscaping.	N/A	Planning application EPF/2708/18	Nov-18	N/A	N/A	Application refused by Area Plans East Committee on 12/06/19. Appeal lodged (in time), awaiting Planning Inspectorate start letter	Not commenced	Ian Ansell	Development Management
Chigwell Garden Centre, High Road, Chigwell	Demolition and removal of existing dwelling, storage buildings, associated commercial structures and car park, and the erection of a 100 bedroom high-quality care home with associated access, vehicle parking, hard and soft landscaping, structural landscaping and site infrastructure.	N/A	Planning application EPF/3195/18	Apr-19	N/A	17-May-19	Applicants reviewing options from Local Plan Inspector's report. Policy Team input required on need for specialist housing and viability issues. Discussion with officers February 2020.	Not commenced	Ian Ansell	Development Management
Mossford Green Nursery, Abridge Road, Theydon Bois	Demolition of existing buildings, clearance of open storage and dwelling and erection of 19 dwellings (8 x 3 bed, 11 x 4 bed).	N/A	Planning application EPF/3379/18	No	N/A	N/A	Applicant awaiting outcome of SAC issues	Not commenced	Ian Ansell	Development Management

Site	Description of proposal	PPA status	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible
Site 2, Chigwell Grange, High Road, Chigwell	Redevelopment to provide a new residential building comprising a total of 57 homes with associated amenity space, landscaping, car and cycle parking.	N/A	Planning application EPF/2155/18	Nov-18	TBC	Intended, current delay at applicants request	Applicants reviewing options following Local Plan Inspector's report.	Not commenced	Ian Ansell	Development Management
36 Highbridge Street, Waltham Abbey	site redevelopment, comprising retention of the commercial use at ground floor level and conversion of the existing building at partial ground floor and upper levels to provide 6 dwellings, incorporating the removal extensions; the provision of two new build blocks to provide 4 dwellings.	N/A	Planning application - EPF/2841/18	Sep-19	N/A	N/A	Recommended for refusal.	Not commenced	Sukhi Dhadwar	Development Management
113 Church Hill, Loughton	Residential development of x10no. apartments with associated parking and external amenity space. (Revised application to EPF/0610/18).	N/A	Planning application - EPF/1471/19	Sep-19	N/A	N/A	Awaiting committee on Epping Forest SAC issues.	Not commenced	Ian Ansell	Development Management
The Orchard, Fingirth Hall Lane, High Ongar	Demolition of existing house and outbuildings and erection of 9 dwellings.	N/A	Planning application - EPF/1402/19	Aug-19	N/A	N/A	Revised scheme under consideration for 5 units, held by SAC issues.	Not commenced	Ian Ansell	Development Management
Station House, 114 High Road, Chigwell, IG7 6NT	Demolition of existing buildings & erection of x6 no. residential units alongside associated access, open space, landscaping and parking.	N/A	Planning application - EPF/1621/19	No	N/A	N/A	Application registered - 11/07/2019.	Not commenced	Marie-Claire Tovey	Development Management
Piggotts Farm, Abridge Road, Theydon Bois, Epping, RM4 1TX	Proposed total of x6 no. residential houses, of x2 no. two-bedroom houses, x2 no. three bedroom houses & x2no. four-bedroom houses to replace the 8 existing barns on site.	N/A	Planning application - EPF/1656/19	Aug-19	N/A	N/A	Revised scheme for three units being prepared, held by SAC issues	Not commenced	Ian Ansell	Development Management
Cock and Magpie Public House, Epping Road, Epping Green, Essex, CM16 6PU	Application for Outline Planning Permission for the demolition of an obsolete former Public House, change of use of land and re-development to provide x 10 no. new dwelling houses, including ancillary works.	N/A	Planning application - EPF/0952/19	Sep-19	N/A	N/A	Recommended for refusal.	Not commenced	Sukhvinder Dhadwar	Development Management
51 High Road, Loughton	Demolition of existing dwelling and erection of 9 new apartments.	N/A	Planning application EPF/1860/19	Dec-19	N/A	N/A	Reported to South Planning Committee 23/10/2019.	Not commenced	Muhammad Rahman	Development Management
Chigwell Primary School, High Road, Chigwell	Construction of new Chigwell Primary Academy school, followed by demolition of existing buildings and creation of new playing field and playground, together with residential development comprising 59 number dwellings, together with car parking, garden spaces, vehicular access from High Road (A113), external landscaping & associated development.	N/A	Planning application - EPF/1681/19	No	No	TBC	Held by SAC issues	Not commenced	Ian Ansell	Development Management
Playing Fields Waltham Abbey Leisure Centre & Community Centre Hillhouse Ninefields Waltham Abbey Essex EN9 3EH	Reserved matters application to EPF/2207/16 following outline consent for Health Centre building; 60 Independent Living Older Persons Apartments Building (Use Class C2 - with a minimum of 6 hours care to be provided per week for each apartment) minimum 40% affordable; Leisure Centre and Swimming Pool Building (to include Fitness Suite and Community Hall) ; Open Space including a mini soccer grass pitch for use by under 7/8 year olds and footpaths; Ancillary development including three vehicular accesses off Hillhouse, car parking, and SUDs Infrastructure and demolition of Ninefields Community Centre Building.	N/A	Planning application- EPF/1876/19	Oct-19	N/A	N/A	Application registered 14/08/2019.	Not commenced	Sukhi Dhadwar	Development Management
101 Manor Road, Chigwell	Demolition of existing pair of semi-detached dwellings and erection of seven self-contained units part three and part two with roof space storeys (3x three bed and 4x two bed) creating low level 14 car park spaces and 9 cycle park spaces within the low level building.	N/A	Re-submission EPF/2174/19	Oct-19	N/A	N/A	Under consideration.	Not commenced	Sukhdeep Jhooti	Development Management
C W S Nursery Hoe Lane Nazeing Essex EN9 2RJ	Application for Variation of Condition (additional proposed condition) for the erection of glasshouses (6.9ha) together with associated access roads, parking areas and balancing ponds.(Ref: EPF/2555/17).	N/A	Planning application - EPF/2000/19	No	N/A	N/A	Application registered 22/08/2019.	Not commenced	Sophie Ward Bennett	Development Management
Chime Garden Centre Old Nazeing Road Nazeing Essex EN10 6RJ	Application for Variation of Condition 2 -"completed strictly in accordance with the approved drawings" for EPF/1351/18. (Demolition of site buildings and redevelopment to provide x 33 no. new homes).	N/A	Planning application - EPF/1954/19	No	N/A	N/A	Application registered 20/08/2019.	Not commenced	Francis Saayeng	Development Management
Threeways Nursery Sedge Green Roydon Essex CM19 5JS	Demolition of a part of existing glasshouses; change of use, conversion and extension of remainder to form x 12 no. units of mixed light industrial and storage use. (Amendment to EPF/2278/17).	N/A	Planning application - EPF/2041/19	No	N/A	N/A	Application registered 28/08/2019.	Not commenced	Caroline Brown	Development Management
Moor Hall Stables Moor Hall Road North Matching Essex CM17 0LP	Proposed replacement of stable buildings with new dwellings along with new dwellings to provide 6 new units with associated parking and landscaping.	N/A	Planning application - EPF/1305/19	Sep-19	N/A	N/A	Application under consideration.	Not commenced	Sukhi Dhadwar	Development Management

Site	Description of proposal	PPA status	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible
18 Russell Road Buckhurst Hill Essex IG9 5QJ	Proposed erection of x 5 no. dwellings with associated infrastructure and landscaping.	N/A	Planning application - EPF/1909/19	Sep-19	N/A	N/A	Application under consideration.	Not commenced	Muhammad Rahman	Development Management
4 Kendal Avenue Epping CM16 4PN	Demolition of the existing detached house and replacement with a highly detailed new mansion building containing six apartments.	N/A	Planning application - EPF/2206/19	No	N/A	N/A	Application registered 19/09/2019.	Not commenced	Francis Saayeng	Development Management
Middlebrook Industrial Estate Hoe Lane Nazeing Essex EN9 2RJ	Demolition of existing commercial buildings and erection of 20 no. detached/semi-detached dwellings and 13 no. 'affordable' houses with associated off-street parking, private gardens and landscaping. Amendment: reduce the number of units to 29 dwellings and provision of open space.	N/A	Planning application - EPF/1201/19	No	N/A	N/A	Application registered 13/06/2019 revised information submitted.	Not commenced	Sukhi Dhadwar	Development Management
1 Buttercross Lane, Epping	Demolish existing house and replace with x6 no. apartments.	N/A	Planning Application ref EPF/2447/19	No	N/A	N/A	Application registered 28/10/2019	Not commenced	Sukhi Dhadwar	Development Management
2 Princes Road, Buckhurst Hill	Development of an underused piece of land with a single house, replaced with a new building consisting of 2 commercial units and 6 fully accessible apartments.	N/A	Planning Application ref EPF/2378/19	No	N/A	N/A	Application registered 18/10/2019	Not commenced	Marie-Claire Tovey	Development Management
Police Station, 230 High Street, Epping	Change of use from former police station to x6 no residential units & provision of A3 use at ground floor and basement level.	N/A	Planning Application EPF/2300/19	No	N/A	N/A	Application registered 04/11/2019	Not commenced	Francis Saayeng	Development Management
1-6 Shernbroke Road Hostel, Shernbroke Road, Waltham Abbey	Erection of 26 flats with associated parking and landscaping following demolition of the former Shernbroke Hostel.	N/A	Planning Application EPF/2609/19	No	N/A	N/A	Negotiations ongoing, decision delayed by SAC issues	Not commenced	Ian Ansell	Development Management
168 Uphire Road, Waltham Abbey	Erection of x2 no. new buildings, one containing flats for 7 supported living residential units, staff office for carers and social and healthcare professionals, day room and gardens to front and rear. The second building is for Housing Association accommodation and contains 8 flats. There are 7 new parking spaces & a new access off Uphire Road.	N/A	Planning Application EPF/1678/19	No	N/A	N/A	Application registered 10/12/2019	Not commenced	Sukhvinder Dhadwar	Development Management
Land at the former Chimes Garden Centre, Old Nazeing Road	Proposed erection of x 14 no. dwellings (4 flats and 10 dwellings). (Phase 2).	N/A	Planning Application EPF/3040/19	No	N/A	N/A	Application registered 10/01/2020	Not commenced	Francis Saayeng	Development Management
75, 75a-c, 77 Queens Road, Buckhurst Hill	Demolition of No. 75, 75a-c, 77 Queens Road and the construction of fifteen new dwellings with a ground floor retail units.	N/A	Planning Application EPF/2514/19	No	N/A	N/A	Application registered 13/01/2020	Not commenced	Natalie Price	Development Management
Applications awaiting S106 to be signed										
69 Farm Hill Road, Waltham Abbey	Demolition of bungalow and erection of two, two storey linked blocks to provide 4 x 1 bedroomed flats and 2 x 2 bedroomed flats with associated car parking, bin and bike stores, amenity and landscaping.	N/A	Planning application - EPF/3381/18	No	N/A	N/A	Awaiting Section 106 (SAC recreation and air quality).	In progress	Alex Taylor	Development Management
1 Tomswood Road, Chigwell	Demolition of existing and proposed apartment block (seven flats).	N/A	Planning application EPF/0840/18	No	N/A	N/A	Awaiting Section 106 (SAC recreation and air quality).	In progress	Ian Ansell	Development Management
Tylers Cross Nursery, Epping Road, Nazeing	Demolition of part of existing glasshouses; change of use and conversion of remainder to form 20 units in mixed light industrial and storage use (Class B1/B8).	N/A	Planning application - EPF/1619/18	No	N/A	N/A	Awaiting Section 106 (SAC recreation and air quality).	In progress	Alex Taylor	Development Management
Stapleford Farm, Oak Hill Road, Stapleford Abbots	Cease existing use of land as a breakers yard, car repairs and storage with removal of all associated buildings and replacement with x 8 no. single storey dwellings.	N/A	Planning application EPF/0238/19	No	N/A	N/A	Awaiting Section 106 (SAC air quality).	In progress	Ian Ansell	Development Management
Planning applications with decision issued										
6 Church Street, Waltham Abbey	Proposed conversion of office building B1 to 12 residential apartments C3 and installation of 8 x Velux windows in the roof slopes.	N/A	Planning application - EPF/0741/18	No	N/A	N/A	Decision issued, planning permission granted.	Complete	Alex Taylor	Development Management
Broadbanks, 23 Ivy Chimneys Rad, Epping	Demolition of all on site stables and hardstanding; the excavation of part of the site to reduce the levels (with the excavated material to be removed); the provision of access road and turning head along with the erection of x 9 no. detached and semi-detached dwellings including ancillary works and landscaping.	N/A	Planning application ref: EPF/0289/19	No	N/A	N/A	Application refused 14/08/2019.	Not commenced	Sukhi Dhadwar	Development Management
1, 3 and 5 Stonards Hill, Epping	Redevelopment to form 28 no. apartments for older people, guest apartment, communal facilities, access, car parking and landscaping (Amended application to EPF/0947/17).	N/A	EPF/0887/19	Sep-19	N/A	N/A	Application refused.	Not commenced	Sukhi Dhadwar	Development Management
38 Honey Lane, Waltham Abbey	Demolition of existing dwelling and erection of residential apartment block to contain 14 dwellings.	N/A	Planning application - EPF/0140/19	No	N/A	N/A	Application refused.	Not commenced	Alastair Prince	Development Management
Former Haulage Yard Sewardstone Road	Outline permission for the demolition of existing buildings and erection of up to 40 homes	n/a	EPF/2828/19	20-Feb	n/a	n/a	In progress	Not commenced	Sukhi Dhadwar	Development Management

Site	Description of proposal	PPA status	Application Stage	Local Plan Officer Working Group	Development Management Forum	Quality Review Panel	Timescales / progress update	Section 106 status	Case officer	Team responsible
land adjacent 168 Upshire Road	Erection of two buildings 1 containing 7 C2 units and 1 containing 8 residential units provided by an housing association	n/a	EPF/1678/19	20-Feb	n/a	n/a	in progress	Not commenced	sukhi dhadwar	Development Management
Cock and Magpie PH Epping Road Epping Upland	demolition of existing PH and replacement with 10 dwellings	n/a	EPF/0952/19	No	n/a	n/a	iiin progress	Not commenced	sukhi dhadwar	development Management
Duke of Wellington PH, 36 High Street, Epping	Demolition of existing public house & ancillary outbuildings & erection of three storey building addressing High Street comprising 189 square metres of ground floor flexible retail/financial and professional services/food and drink/drinking establishments/hot food and takeaway (Use Classes A1/A2/A3/A4/A5) with six x two bedroom flats and two x one bedroom flats at first and second floors, one pair of two storey, three bedroom, semi-detached houses addressing Hemnall Street and formation of one altered vehicle accesses onto High Street and one new access onto Half Moon Lane to serve parking and manoeuvring areas.	N/A	Planning application - EPF/1047/19	Jul-19	N/A	N/A	Application refused.	Not commenced	Sukhi Dhadwar	Development Management
42 Stradbroke Drive, Chigwell	Demolition of existing house including garage and pool annex and construction of x 10 no. residential units.	N/A	Planning application EPF/0531/19	No	N/A	N/A	Application refused, no further developments. Appeal period expired 30/01/20	Not commenced	Ian Ansell	Development Management
160 Manor Road Chigwell Essex IG7 5PX	Application for Variation of Condition 2 'plan numbers' for EPF/3438/17. (Building slightly extended and internal layout changed to allow for x 9 no. flats. Rear extension at basement level. Compliant parking and updated landscape).	N/A	Planning application - EPF/1990/19	No	N/A	N/A	Application approved 20 December 2019	Not applicable	Ian Ansell	Development Management
404 Fencepiece Road, Chigwell	Demolition of existing dwelling and erection of a building comprising of x8 no apartments with associated car parking and emnities (Revised application to EPF/1051/19).	N/A	Planning Application EPF/2351/19	No	N/A	N/A	Application refused	Not commenced	Sukhdeep Jhooti	Development Management
Proposals at appeal										
69 Church Hill, Loughton	Demolition of the existing bungalow and replacement with a block of 10 apartments.	N/A	Written reps appeal: APP/J1535/W/19/3224739	No	N/A	N/A	Appeal dismissed.	N/A	Sukhi Dhadwar	Development Management
60 Traps Hill, Loughton	The demolition of an existing 2-3 storey detached house and the development of a new 2-3 storey building consisting of 7 flats (2 x 1 bed, 5 x 3 bed) and including 9 no. car parking spaces, cycle stores and bin stores.	N/A	Written reps appeal: APP/J1535/W/18/3209460	No	N/A	N/A	Appeal dismissed.	N/A	Ian Ansell	Development Management
The Ridings, Manor Road, Loughton	Demolition of a two storey 5 bedroom house and construction of two new 2 storey plus roof accommodation apartment blocks of 7 units each, with associated basement car parking.	N/A	Appeal EPF/3039/18	No	N/A	N/A	Resubmitted a revised scheme (EPF/2767/18)	N/A	Muhammad Rahman	Development Management
158 Queens Road, Buckhurst Hill	Erection of a new, part two and part three storey building to the rear of the property containing 7 flats.	N/A	Planning application EPF/0694/19	No	N/A	N/A	Application refused, appeal dismissed .	Not commenced	Ian Ansell	Development Management
Land adj. to Ninnings Middle Street Nazeing Essex EN9 2LH	Outline application for erection of up to x 7 no. dwellings with new vehicular access.	N/A	Planning application - EPF/0265/19	No	N/A	N/A	Refused on 04/06/2019 - dismissed on appeal 11/11/2019	Not commenced	Caroline Brown	Development Management

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Appendix 4 - Quality Review Panel

Scheme reviewed	Epping Forest Dsitrict Council (EFDC) / Harlow and Gilston Garden Town (HGGT) review	Pre-application/ Application/ Other	Date of review	Scheme Type	Local Plan reference	Type of review	Report: Confidential/ On website	Lead Officer	Team responsible
Land North of Dowding Way	EFDC	Pre-application	26/04/2018	Commercial Site	WAL.E8	Formal	Confidential	James Rogers	Implementation
HGGT Spatial Vision	HGGT	Other	24/05/2018	Strategy document	n/a	Formal	On website	HGGT	HGGT
HGGT Design Charter	HGGT	Other	19/07/2018	Strategy document	n/a	Formal	On website	HGGT	HGGT
Gilston Masterplan	HGGT	Pre-application	19/07/2018	Strategic Masterplan	n/a	Formal	n/a	East Herts	East Herts
HGGT Sustainable Transport Corridor Study	HGGT	Other	26/07/2018	Evidence-base document	n/a	Formal	Confidential	HGGT	HGGT
Nazeing Glassworks	EFDC	Pre-application	16/08/2018	Mixed use masterplan	NAZE.E3	Formal	Confidential	Graham Courtney	Implementation
North Weald Park	EFDC	Application	27/09/2018	Mixed use masterplan	Not allocated	Formal	On website	Sukhi Dhadwar	Development Management
Land North of Dowding Way	EFDC	Application	11/10/2018	Commercial Site	WAL.E8	Second Formal	Confidential	James Rogers	Implementation
Latton Priory	EFDC / HGGT	Pre-application	11/10/2018	Strategic Masterplan	SP 5.1	Formal	Confidential	Graham Courtney	Implementation
HGGT Design Guide	HGGT	Other	11/10/2018	Strategy document	n/a	Chair's Review	On website	HGGT	HGGT
HGGT Transport Strategy	HGGT	Other	11/10/2018	Strategy document	n/a	Formal	Confidential	HGGT	HGGT
13-15a Alderton Hill	EFDC	Application	02/11/2018	Specialist Housing	LOU.R11	Formal	On website	David Baker	Development Management
Gypsy Mead site	EFDC	Pre-application	22/11/2018	Housing (under 50 units)	FYF.R1	Formal	Confidential	Nigel Richardson	Development Management
Land at Oak Hill Road	EFDC	Pre-application	14/12/2018	Housing (under 50 units)	STAP.R1	Formal	n/a	Jonathan Doe	Development Management
Harlow Town Centre AAP	HGGT	Other	11/01/2019	Policy document	n/a	Formal	Confidential	Harlow	Harlow
Hill House	EFDC	Pre-application	24/01/2019	Specialist Housing	Previous Outline application	Formal	Confidential	Ishita Sheth	Development Management
Gilston Village 7	HGGT	Pre-application	22/02/2019	Strategic Masterplan	n/a	Formal	n/a	East Herts	East Herts
Gilston River Crossings	HGGT	Pre-application	22/02/2019	Infrastructure	n/a	Formal	n/a	East Herts	East Herts
287-291 High Street, Epping	EFDC	Pre-application	28/03/2019	Housing (under 50 units)	EPP.R10	Chair's Review	Confidential	Ishita Sheth	Development Management
Land at Greensted Road	EFDC	Pre-application	28/03/2019	Housing (50+ units)	ONG.R5	Formal	Confidential	Ian Ansell	Development Management
Water Lane	EFDC / HGGT	Pre-application	28/03/2019	Strategic Masterplan	SP 5.2	Formal	Confidential	Graham Courtney	Implementation
Latton Priory	EFDC / HGGT	Pre-application	05/04/2019	Strategic Masterplan	SP 5.1	Second Formal	Confidential	Graham Courtney	Implementation
North Weald Park	EFDC	Application	05/04/2019	Mixed use masterplan	Not allocated	Second Formal	On website	Sukhi Dhadwar	Development Management
HGGT Healthy Town Framework	HGGT	Other	03/05/2019	Framework document	n/a	Chair's Review	Confidential	HGGT	HGGT
Chigwell Nursery Site	EFDC	Application	17/05/2019	Specialist Housing	Not allocated	Formal	On website	Ian Ansell	Development Management
Land at Oak Hill Road	EFDC	Pre-application	17/05/2019	Housing (under 50 units)	STAP.R1	Second Formal	Confidential	Ian Ansell	Development Management
Harlow Town Centre AAP	HGGT	Other	17/05/2019	Policy document	n/a	Chair's Review	n/a	Harlow	Harlow
North Weald Bassett Masterplan	EFDC	Pre-application	14/06/2019	Strategic Masterplan	NWB.R1-R5, NWB.T1	Formal	Confidential	James Rogers	Implementation
Round Hills, Former Swimming Pool site	EFDC	Pre-application	12/07/2019	Housing (under 50 units)	WAL.R6	Formal	Confidential	James Rogers	Implementation
Borders Lane Playing Fields	EFDC	Pre-application	09/08/2019	Housing	LOU.R4	Formal	Confidential	Michael Johnson	Development Management
Land North of Dowding Way	EFDC	Pre-application	19/08/2019	Commercial Site	WAL.E8	Formal	Confidential	James Rogers	Implementation
Land at former Epping Forest College site	EFDC	Pre-application	09/08/2019	Residential	LOU.R9	Formal	Confidential	Marie Claire	Development Management
Water Lane - West Sumners	EFDC / HGGT	Pre-application	06/09/2019	Strategic Masterplan	SP 5.2	Formal	Confidential	Graham Courtney	Implementation
St John's Road	EFDC	Pre-application	04/10/2019	Mixed use masterplan	EPP.R4	Formal	Confidential	Graham Courtney	Implementation
Gilston Area Charter	HGGT	Other	15/11/2019	Strategy document	n/a	Chair's Review	Confidential	East Herts	East Herts
Borders Lane Wellness Centre	EFDC	Pre-application	14/01/2020	Leisure	LOU.R4	Second Formal	Confidential	Michael Johnson	Development Management
HGGT Sustainability Guidance and Checklist	HGGT	Other	24/01/2020	Guidance document	n/a	Chair's Review	Confidential	Tara Gbolade	HGGT
Hunsdon, Eastwick & Gilston Neighbourhood Plan	EFDC	Other	20/02/2020	Neighbourhood Plan	n/a	Formal Review	Confidential	Adam Halford	HGGT
EFDC Green Infrastructure Strategy	EFDC	Other	06/03/2020	Strategy document	n/a	Chair's Review	Confidential	Ben Smith	Implementation / Policy
Gilston Villages 1-6 Outline Application	HGGT	Application	20/03/2020	Strategic Masterplan	n/a	Second Formal	n/a	East Herts	East Herts
Gilston River Crossings	HGGT	Application	20/03/2020	Infrastructure	n/a	Second Formal	n/a	East Herts	East Herts

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Report to the Cabinet

Report reference: C-035-2019/20

Date of meeting: 26 March 2020



**Epping Forest
District Council**

Portfolio: Planning Services – Cllr J Philip

Subject: Green Infrastructure Strategy

Responsible Officer: Alison Blom-Cooper (01992 564066)

Democratic Services: Adrian Hendry (01992 564246)

Recommendations/Decisions Required:

- (1) To agree that the Draft Green Infrastructure Strategy (attached at Appendix 1) be approved for public consultation for a six week period, and;**
- (2) To agree that the Planning Services Director, in consultation with the Planning Portfolio Holder be authorised to make minor amendments to the Draft Green Infrastructure Strategy prior to the public consultation.**

Executive Summary:

The Council's emerging Local Plan sets out policies in relation to Green and Blue Infrastructure, the protection of ecological assets and high quality design. To support these policies and address the requirement to provide suitable avoidance or mitigation measures to manage any potential impacts of growth on protected sites, primarily the Epping Forest SAC and a number of SSSI's, the Council has produced a Draft Green Infrastructure Strategy. This will ensure high quality Green and Blue Infrastructure, including the provision of Suitable Alternative Natural Green Spaces (SANG), is delivered alongside the proposed growth in the District.

This report therefore provides members with an update on the aims, objectives and purpose of the Green Infrastructure Strategy and confirms the proposed consultation programme on the Draft Strategy. The intention is that following the consultation and any updates arising that the Final strategy will be brought back to Cabinet for endorsement as a material consideration in the determination of planning applications, masterplans/concept frameworks and guide design and implementation processes.

Reasons for Proposed Decision:

- To ensure that members are kept fully up to date on progress of the Green Infrastructure Strategy.
- To comply with the Council's general obligations as a competent authority under the Habitats Directive [article 6(3)] and the Species and Habitats Regulations 2018 [Regulation 9(1)].

- In response to the Inspector's Advice dated 2 August 2019 (ED98) following the hearing sessions of the Local Plan examination for a SANG Strategy to mitigate the full effect of recreational pressure upon the Epping Forest SAC.

Other Options for Action:

Not to bring forward the Draft Green Infrastructure Strategy for consultation would mean that there would be no guidance to support the delivery of development proposals and achieve the objectives set out in the Council's local plan policies SP 7, DM 1, DM 2, DM 16, T 1 and DM 6.

Report:

1. The Local Plan Submission Version 2017 (LPSV) promotes a joined up, collaborative and proactive approach to the planning and implementation of key strategic sites across Epping Forest District. Masterplans and strategic site allocations will ensure development proposals are brought forward in a coordinated and coherent way in accordance with high quality place making principles (see Cabinet report of 15 June 2017 which agreed the approach to the production of Strategic Masterplans and Concept Frameworks EB107).
2. As indicated in the Cabinet Report on Delivering Infrastructure in the District: Developer Contributions Strategy (11 July 2019 EB145 and EB145A) for larger developments the delivery of more strategic open space will be expected with development proposals required to provide open space, or links to open space in accordance with the guidance contained in the Infrastructure Delivery Plan (IDP) (EB1101A & EB1101B) and Open Space Strategy (EB703).
3. In parallel to these requirements to support the policies in the Local Plan and accompanying evidence base, the Council is aware of its legal obligations under the Conservation of Habitats and Species Regulations 2017 (as amended) ("the Habitats Regulations"), specifically, its duties as the 'competent authority' under Regulation 63 concerning the assessment of the implications of plans and projects for the Epping Forest SAC.
4. The responsibility for the development of an approach to avoid or mitigate any harm to the Epping Forest SAC arising from recreational pressure lies with the Council as the competent authority. On 18 October 2018 the Cabinet agreed an interim approach to managing recreational pressure on Epping Forest to mitigate the effects on the health of the Forest from recreational pressures arising from new residential work. Further work is now being undertaken to update the visitor survey which informed the interim approach/Strategic Access Management and Monitoring (SAMM) Strategy and to finalise the approach. A Suitable Alternative Natural Greenspace (SANG) Strategy is also needed to mitigate the full effect of recreational pressure. The Draft Green Infrastructure Strategy seeks to develop the approach to SANG as part of an integrated approach to green infrastructure provision, in conjunction with advice from Natural England. This will form the Council's response to Action 6 of the Inspector's advice note of 2 August 2019 which asks the Council to provide clear evidence that the necessary SANG can be delivered over the Plan period, including proposals for SANG required in the first five years of the Plan itself and to prepare any Main Modifications needed to ensure that all site specific SAMM or SANG requirements are reflected in the Plan.
5. A Draft Green Infrastructure Strategy has been developed that supports key LPSV

policies, in particular masterplan areas, on high-quality place making alongside the Council's commitment and legal obligation to avoid or mitigate harm to protected sites.

6. The production of a Green Infrastructure Strategy is supported by:
 - National Planning Guidance which encourages a strategic approach to incorporating green infrastructure into local plans and implementing planning decisions through an evidenced based approach;
 - The provision of net biodiversity gain (reflecting the emerging mandate in the Government's Environment Bill);
 - Ensures the future provision of green space to support the needs of new and existing communities and that the District's natural assets are managed in a coherent and sensitive way;
 - Responds to the climate change emergency, as agreed by the Council in November 2019, and supports healthy lifestyles through active travel and recreational opportunities;
 - Provides a framework for long term sustainable management and maintenance of green infrastructure with potential implementation of stewardship models; and
 - Provides information on the costs for securing delivery and management through the planning process and supports applications for external funding.

Vision

7. The Council's overarching vision for the Green Infrastructure Strategy is to create a connected network of multi-purpose green spaces to support sustainable, sociable and healthy communities and address present and predicted ecological and environmental challenges.
8. The Strategy incorporates 'Green Infrastructure' i.e. a network of high quality green spaces and other environmental features such as parks, public open spaces, playing fields, sports pitches, woodlands, and allotments, and 'Blue Infrastructure', which includes natural features such as rivers, streams and ponds, semi-natural features such as sustainable drainage systems, bio swales and canals, and other engineering features such as dams, weirs and culverts.
9. Although the focus is on strategic developments to promote the green network to bring new and existing communities together and connect to the countryside, there is a role for smaller developments to contribute and link in with other Council projects and funding opportunities.
10. The purpose of this strategy is to set the Council's expectations for landscape-led masterplanning, support the development of a network of spaces and routes to link existing urban areas with proposed site allocations, set out the proposed provision of SANGS to avoid or mitigate the potential impacts of growth on protected sites, primarily the Epping Forest SAC and a number of SSSI's, and set out requirements for high quality landscape design.

Objectives

11. The principle objective for the strategy is to act as a practical guide in the design, development management and implementation processes to implement a green and sustainable network of high-quality, multifunctional green spaces that provide greater connections between existing and new communities, other amenity spaces and the local countryside.
12. Within this objective is a focus on design, in particular landscape-led design in masterplanning, to deliver high quality provision to maximise social, environmental and economic value, while also establishing a framework for community engagement and setting out tangible steps to successful delivery.
13. It is also important to recognise the wealth of the District's existing green and blue infrastructure assets and to make the most of these existing assets to maximise functionality of green space and create a connected network of multi-purpose green spaces which frame sustainable, sociable and healthy communities.
14. The Council will work with partners at all scales including with local communities, farmers, large landowners, the Conservators of Epping Forest, Essex County Council and through cross boundary initiatives such as the Harlow and Gilston Garden Town and the Green Arc (One Partnership) to improve green and blue infrastructure in the District.
15. The design of all new developments must be landscape led and cross disciplinary and should inform a proposal from its initial scoping through to detailed design and subsequent submission of a planning application. It is important that this design process is iterative involving the Council's urban and landscape design officers, stakeholders; and that, where appropriate, it is informed by use of the Quality Review Panel.
16. The intention is that following consultation for the Green Infrastructure Strategy to be endorsed as a material planning consideration in the determination of planning applications.

Proposed Approach

17. The proposed approach to the Strategy (attached at Appendix 1 and Appendix 2) responds to the different types of green infrastructure in the District, with a focus on integrated green and blue infrastructure in the context of strategic site development.
18. For example, for natural spaces this includes the extension and connection of natural spaces, rewilding of local spaces, lifting canopies and clearing scrub on the edge of woodlands, provision of more interpretation/wayfinding packages and integration of sustainable urban drainage systems (SUDs).
19. The Strategy sets out clear requirements for landscape led design development to be brought forward across all green and blue infrastructure typologies, as well as identifying local projects which align with its objectives. Identified projects for the provision of green infrastructure will require long term management and maintenance arrangements to be put in place as appropriate, with the intention for these to be included in the Council's Infrastructure Delivery Plan (IDP), a live document that will continue to be monitored and updated regularly. An extract from the current IDP showing related projects is attached at Appendix 3.

Programme for consultation

20. The Council has and will continue to consult Natural England on the form and content of the Green Infrastructure Strategy and has conducted workshops with town and parish councillors, developers, landowners and conservators on the emerging approach.
21. Some informal consultation has also been undertaken with key stakeholders to inform the Draft Green Infrastructure Strategy including with neighbouring authorities through the Cooperation for Sustainable Development Officer and Member Groups and will be reviewed by the Quality Review Panel on 6 March 2020.
22. In accordance with the Council's Statement of Community Involvement (SCI), the Council is required to consult stakeholders and the general public on the draft Green Infrastructure Strategy. The proposed period of consultation in line with the SCI is six weeks. All those on the Council's planning policy database will be notified, information made available on the Council's website and by notification to statutory consultees and neighbouring authorities. Following the consultation, the results will be collated and where appropriate amendments made to the strategy. The Strategy will then be brought back to Cabinet for formal endorsement as a material planning consideration.

Resource Implications:

The work to support the Draft Green Infrastructure Strategy as a document to be viewed alongside the emerging Local Plan is covered by the local plan budget. Obtaining further legal advice may result in additional fees being incurred over and above the current budget.

Legal and Governance Implications:

The Council is aware of its legal obligations under the Conservation of Habitats and Species Regulations 2017 (as amended) ("the Habitats Regulations"), specifically, its duties as the 'competent authority' under Regulation 63 concerning the assessment of the implications of plans and projects for the Epping Forest SAC. The responsibility for the development of an approach to avoid or mitigate any harm to the Epping Forest SAC lies with EFDC as the competent authority.

The Green Infrastructure Strategy has been developed in the context of Government Policy (NPPF) and Planning Practice Guidance.

Safer, Cleaner and Greener Implications:

The delivery of the Green Infrastructure Strategy as part of a wider Mitigation Strategy to address the impacts of recreational pressure and air quality on Epping Forest Special Area of Conservation will contribute to safer, cleaner, greener objectives by planning for sustainable development.

Consultation Undertaken:

Informal consultation with statutory consultees including Natural England and Conservators of Epping Forest, Cooperation for Sustainable Development Officer and Member Boards, Leadership Team and Local Plan Officer Working Group.

Background Papers:

Inspector's advice note dated 2 August 2019 (EB98)

Cabinet report C-001-2017/18 Local Plan Implementation 15 June 2017 (EB107)

Cabinet report C-001-2018/19 Interim Approach to Managing Recreational Pressures on the Epping Forest Special Area of Conservation 18 October 2018 (EB143)

Cabinet report C-007-2018/19 Delivering Infrastructure in the District: Developer Contributions Strategy 11 July 2019 (EB145)

Open Space Strategy 2017 (EB703)

Landscape Character Assessment 2010 (EB709)

Epping Forest Visitor Survey 2018 (EB715)

Infrastructure Delivery Plan (EB1101A & EB1101B)

Risk Management:

If the Council does not demonstrate that it is taking a pro-active approach to developing and implementing an approach to managing the effects of recreational pressure and air quality from development on the Epping Forest SAC and a number of SSSI's, there is a risk that Natural England and the Conservators will continue to oppose adoption of the Local Plan and the determination of planning applications.

Section 1: Identifying details
Your function, service area and team: Planning Service
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: Draft Green Infrastructure Strategy
Officer completing the EqIA: Tel: Greg Llewellyn Email: gllewellyn@eppingforestdc.gov.uk
Date of completing the assessment: 17 February 2020

Section 2: Policy to be analysed	
2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? No
2.2	Describe the main aims, objectives and purpose of the policy (or decision): <i>The report is to provide the justification, aims and objectives for a Green Infrastructure Strategy to support development management and implementation decisions.</i> What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)? <i>To ensure members are fully briefed on the requirement for a Green Infrastructure Strategy and agreement that the draft Strategy can be approved for public consultation.</i>
2.3	Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? <i>The report is to provide an overview of the Draft Green Infrastructure Strategy to be approved for public consultation – it is a guidance document to support policies in the emerging Local Plan in relation to Green and Blue Infrastructure, the protection of ecological assets and high-quality design. The intention is for the Green Infrastructure Strategy to return to Cabinet following public consultation and be approved as a material consideration in the development management and implementation process.</i>
2.4	Will the policy or decision involve substantial changes in resources?

	<i>No – the report is to update on work underway which is covered by the Local Plan budget. If additional legal advice is required this may result in the need for additional resource.</i>
2.5	<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><i>The work being undertaken is required to support policies in the emerging Local Plan in relation to Green and Blue Infrastructure, the protection of ecological assets and high-quality design and to comply with Habitat Regulations. The Strategy will inform development management and implementation processes with the focus on strategic site allocations to ensure delivery of high-quality Green and Blue Infrastructure alongside proposed growth in the District.</i></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	<p>What does the information tell you about those groups identified?</p> <p><i>The current position affects the District as a whole.</i></p>
3.2	<p>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?</p> <p>The Council has consulted a number of stakeholders, including Natural England, on the form and content of the Green Infrastructure Strategy. The emerging approach to the strategy has been presented to town and parish councillors, developers, landowners and conservators with a workshop held with council members to consider the issues and opportunities for green infrastructure provision across three masterplan areas in the District. Their views have been recorded and incorporated where necessary in the Strategy.</p>
3.3	<p>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:</p> <p><i>The Council intend to carry out a six week public consultation in mid-May 2020. The Council has sought to keep communities informed by providing updated information on the Council's website.</i></p>

Section 4: Impact of policy or decision

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

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None	N/A
Disability	None	N/A
Gender	None	N/A
Gender reassignment	None	N/A
Marriage/civil partnership	None	N/A
Pregnancy/maternity	None	N/A
Race	None	N/A
Religion/belief	None	N/A
Sexual orientation	None	N/A

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.

No actual or likely adverse impacts have come to light.

Section 6: Action plan to address and monitor adverse impacts

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: Alison Blom-Cooper

Date: 18 February 2020

Signature of person completing the EqlA: Greg Llewellyn

Date: 18 February 2020

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.

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Appendix 1 – Project Pages

This Appendix sets out details of projects to be delivered across the District. Projects vary from maintenance, to ecology and movement projects - many of which will require engagement with a variety of stakeholders and partners in order to deliver. The Project Pages act as mini briefs for these projects setting goals, identifying key partners and where possible including outline costs.

Strategic Projects

- **Larger existing sites for improvement (this is currently being developed and will be available in time for the consultation on the strategy).**
- Movement and Wayfinding
- Roadside Wildflowers

Community Initiated, Council Supported

- Tree planting - a Call For Sites
- Community Green Space Improvements

Activation Projects

- Art in the Landscape

Strategic Projects - Movement and Wayfinding

PROJECT

- 5.1 Develop a Wayfinding Strategy for the District's Public Rights of Way network to make the network more legible and accessible and to guide people to underused GI assets wherever possible and/or appropriate.

WHY

- 5.2 Increase use of Natural and Semi Natural Green Space to develop a more active population and relieve recreational pressure on the Epping Forest

WHAT DOES SUCCESS LOOK LIKE?

- 5.3 A coherent set of wayfinding proposals that may include: Maintenance regimes to make routes safer and more visible; signage, such as finger posts and in-ground signage; landscape improvements to open views and build distinctiveness; improved accessibility of walking routes.

HOW DO WE GET THERE?

- 5.4 By commissioning a team to include Landscape Architecture, Graphic Design / Wayfinding expertise, for the development of the concept, detailed, technical and construction design stages.

KEY STAKEHOLDERS

- 5.5 Parish and Town Councils Epping Forest District Council's (EFDC) Country Care Team, Essex County Council's (ECC) Public Rights of Way (PRoW) team

APPROX COSTS

- 5.6 £50,000 for design work



Strategic Projects – Wildflower Verges

PROJECT

- 5.7 Creation of wildflower verges along the District's road network.

WHY

- 5.8 To increase the environmental and amenity value of roadside verges while reducing maintenance costs.

WHAT DOES SUCCESS LOOK LIKE?

- 5.9 Similar successful projects have been undertaken across the UK, often with the support of the charity Plantlife.

HOW DO WE GET THERE?

- 5.10 By working with key stakeholders and communities with support from Plantlife where necessary.

KEY STAKEHOLDERS

- 5.11 Parish and Town Councils, EFDC's Country Care Team, Essex CC's Highways and highway maintenance teams.

APPROX COSTS

- 5.12 Changes will deliver savings in annual maintenance costs. There will be some initial officer time required to undertake safety audits at road junctions in particular.

Community
Council



Initiated
Supported – A

Call for Tree Planting Sites

PROJECT

- 5.13 A public ‘Call for Tree Planting Sites’ using social media, the involvement of Parish and Town councils, and existing community groups. The project will be looking to identify small and medium sized sites which can be planted by either local communities, the Council, or partner organisations.

WHY

- 5.14 To increase carbon capture across the District and deliver multiple social, economic and environmental benefits offered by trees in urban and rural areas

WHAT DOES SUCCESS LOOK LIKE?

- 5.15 Tree planting that meets the emerging Local Plan and Council’s objective of delivering increased tree canopy cover in the District.
- 5.16 Tree planting which improves the quality of places and which is valued by local people

HOW DO WE GET THERE?

- 5.17 The Council will put out a call for sites.
- 5.18 The Council will co-ordinate the mapping and assessing of results to compile a list of sites to be planted.

- 5.19 The Council will work with Parish and Town Councils and landowners to secure planting where applicable.
- 5.20 The Council will secure funding, or work with partners to securing funding from a range of sources including through securing grant funding, Section 106 planning obligations (where appropriate) and stakeholders who wish to support planting projects.
- 5.21 The Council will work with the One Project, Essex CC., and other partners to fund and deliver planting initiatives.
- 5.22 The Council to work with internal partners and local communities in particular to organise tree planting and maintenance.

KEY STAKEHOLDERS

- 5.23 Landowners, EFDC's Country Care Team, Essex CC, The One Partnership

APPROX COSTS

- 5.24 Primarily officer time.

Community Initiated Council Supported – Community Green Space Improvements

PROJECT

- 5.25 The Council will initiate a community led trial project to improve a local amenity green space. The trial will establish a process for the design, implementation and maintenance of improvements to existing green spaces. The project will be based around a community design approach to develop a tool-kit of components that can be maintained within existing budgets, and applied to other sites. This tool-kit may include elements such as: approaches to relaxing mowing regimes, seating, bins, light touch boundary treatments through the provision of knee rails or swales, informal natural play such as mounds, logs and boulders.

WHY

- 5.26 Existing local amenity green spaces often only consist of mown grass which, without little other function, often provides little amenity value and therefore reduces its attractiveness for local residents.
- 5.27 Existing grass also requires significant maintenance by the Council or Parish and Town councils. Improvements that relax mowing regimes can create increased aesthetic and environmental value.
- 5.28 To support community cohesion both through the process and the use of the finished space.
- 5.29 To provide a toolkit for other community groups to follow.

WHAT DOES SUCCESS LOOK LIKE?

5.30 Increased community use and pride in the space by a range of different ages and members of the community.

5.31 Increased biodiversity.

5.32 No increase to maintenance budgets.

HOW DO WE GET THERE?

5.33 The Council will agree a trial project with a community group/Town or Parish Council to commit to taking the project forward

5.34 The Council will coordinate the development of design advice using officers, who will liaise with the Council's Country Care Team to agree changes to maintenance regimes, and who can give advice to community groups.

KEY STAKEHOLDERS

5.35 Community groups, Parish and Town Councils, EFDC's Country Care Team.

APPROX COSTS

5.36 Primarily officer time.

Activation Projects - Art in the Landscape

PROJECT

- 5.37 To establish a means through which the landscape is curated with art of the highest quality.

WHY

- 5.38 Good landscape embedded art work can allow a deeper understanding of the intricacies of the Epping Forest District landscape, drawing new visitors into the countryside and creating alternative destinations for those that already use the landscape.
- 5.39 To build and extend Harlow's legacy of highest quality art.
- 5.40 To build an appreciation of the landscape and its complex social, cultural and ecological values.
- 5.41 To attract users who might otherwise have visited the Epping Forest.
- 5.42 To draw new users into the countryside and to facilitate their appreciation of 'nature'.
- 5.43 To draw new visitors from outside the District.

WHAT DOES SUCCESS LOOK LIKE?

- 5.44 Success is a coordinated offer of great art in the landscape. It is envisaged that this would be part of a wider offer, for example by creating a route of art works across the District This would have the advantage of building upon Harlow's Sculpture Town status.

- 5.45 Art commissioned should be the best art for the district, and therefore not necessarily work by a local artist. Work may vary from sculpture to theatre and be temporary or permanent.

HOW DO WE GET THERE?

- 5.46 By establish a working group to include experts in Landscape design, Ecology and Arts curation projects and community groups.

KEY STAKEHOLDERS

- 5.47 Parish and Town Councils, Harlow District Council, arts related organisations.

APPROX COSTS

- 5.48 Primarily officer time.

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Appendix 2 – Strategic Allocations

This Appendix sets out the proposals for Green Infrastructure in the strategic allocations identified in the emerging Local Plan. These provide the opportunity to deliver an integrated GI offer that includes SANG to avoid placing additional pressure on the Epping Forest Special Area of Conservation and deliver the high quality green spaces that will help facilitate community cohesion between new and existing residents. The development of masterplans and concept frameworks for the following locations will be required to develop significant green infrastructure.

- **Latton Priory and Water Lane**
- **North Weald Bassett**
- **South of Epping (this is currently being completed and will be available in time for the public consultation)**
- **Waltham Abbey (this is currently being completed and will be available in time for the public consultation).**

1. Delivering Suitable Alternative Natural Green Space (SANG)

- 1.1 A key aspect of the development of the GI offer in the Masterplan areas is the delivery of Suitable Alternative Natural Green Space (SANG) in order primarily to avoid placing pressure on the Epping Forest Special Area of Conservation (the Epping Forest).
- 1.2 To successfully perform as avoidance and mitigation measures with a particular focus on the Epping Forest it is important that all spaces provided are inviting and comfortable for all people to visit and use. In master planning terms SANG will be provided as an integral part of the fabric of new strategic development sites. It will form part of a network of greenery and green setting for new developments and the proposed Masterplan area capacities have been assessed on this basis. It will not be acceptable to fill up the Masterplan area with built development and simply offer a field nearby for dogs, for example, to be exercised.
- 1.3 Each of the new Masterplan areas will be treated on its own merits but it is expected that an avoidance and mitigation strategy, illustrated by a Landscape Framework, will be prepared by joint working between all land promoters, developers and landowners involved in the development of the site and the provision of SANG to avoid a piecemeal approach. In the first instance this joint working should be demonstrated through the completion of a Memorandum of Understanding. More information in relation to the key components of a Landscape Framework are set out below, which incorporate a number of elements of the GI Strategy, This is to ensure that a coherent approach is taken to embedding SANG as part of GI provision rather than being isolated from it.
- 1.4 Whilst the starting point is for SANG to be provided within the Masterplan areas, in some locations there may be an opportunity to offer alternative areas of natural greenspace as SANG close to development sites. This can be considered where the land in question would provide effective avoidance or mitigation, is in the control of the site promoter/developer and where it would support the principles of GI and SANG provision, complimentary to the adjoining landscape to the development.
- 1.5 A fundamental part of the design approach is to articulate how the site will avoid or mitigate the impact of increased population on the Epping Forest so that development (and cumulatively the local plan as a whole) complies with the requirements of the Habitats Directive. To achieve the levels of avoidance or mitigation measures required through on-site provision of SANG any application should include the submission of a Landscape Framework, making the case that avoidance or mitigation would be achieved in accordance with local plan policy and guidance. This will include a combination of proposals for spaces; paths; habitat and

biodiversity improvement and complementary advantages that would attract leisure uses which would otherwise impact upon the Epping Forest.

- 1.6 The Landscape Framework will have the added advantage that sustainable drainage, public open space, green infrastructure, play and visual amenity can be convincingly described without having to provide full details at such an early stage.
- 1.7 The Landscape Framework may be aspirational in some aspects, indicating landscape and amenity benefits which may not yet be quantifiable but it must tie down certain fundamental aspects of provision in order to make a convincing case that avoidance or mitigation will be achieved.
- 1.8 The landscape framework needs to explain what elements will be provided. We suggest that as a minimum this should be submitted as a 1:500 plan annotated to explain the following issues:
 - Show the existing landform and landscape features of the site that will influence the design.
 - Show the location and dimensions of major green areas.
 - Show the broad concept for drainage for the major green areas (and any provision for taking surface water from within the development areas).
 - The broad treatment types applicable to each area of land and the management aspirations for each (for example: woodland; meadow; amenity grass; natural play).
 - Simple network of connections and circular walks and their hierarchy.
- 1.9 There are a number of elements which will need to be understood in order to ascertain whether the development is likely to achieve a reasonable level of avoidance or mitigation for the additional population pressures.
- 1.10 It therefore needs to be clear how each of the following matters will be dealt with. This is best shown on the Landscape Framework which should be accompanied by a table or list explaining briefly how the proposal intends to provide for each matter:
 - Good pedestrian connections with residential areas.
 - Linkages with other open spaces, streets, walking routes (and how these will be achieved).
 - Provision of attractive walking routes with appropriately surfaced paths.
 - Open sight lines along walking routes, avoiding overhanging vegetation.
 - Access for dog walking with off-lead areas and facilities to attract dog walkers.
 - Secure boundaries where needed.
 - Biodiversity enhancements.
 - Seating, litter and dog waste bins.

- Signage and interpretation.
 - Ongoing landscape management.
- 1.11 Since sustainable drainage (SUDS) and public open space (POS) are also fundamental to the success of any application, it is suggested that the following are also illustrated on the Landscape Framework:
- Play,
 - Tree groups,
 - Holding ponds,
 - Scrapes and swales,
 - Furniture and features,
 - Any underground constraints or legal constraints.
- 1.12 Current policies apply but locations, type and level of provision for these elements will help ensure that land is used efficiently whilst maximising the offer - not only for diverting trips from the Epping Forest but also to ensure that character of place and quality of life achieves their full potential through good design. Taking a Landscape Framework approach provides the opportunity at an early stage to identify where multi-functionality of provision can be achieved. For example SuDS features can also support biodiversity net gain objectives and create a natural interest feature which provides variety of landscape for the visitor. At the detailed stage it will be important to understand what sort of design specification is expected.
- 1.13 Avoidance or mitigation of recreational pressure on the Epping Forest will be most effective where the spaces provided are easily accessible to both new and existing populations. This can also help the layout of sites to knit well with existing townscapes and communities. However, above and beyond the avoidance and mitigation rationale, there will also often be a need to create soft and green edges to rural land. Locations for avoidance or mitigation land as part of the buffering of rural edges may therefore be considered appropriate but maximising the avoidance and mitigating impact will be the main criterion for such fundamental design decisions.
- 1.14 The suitability of land for creating avoidance or mitigation space needs to be considered in terms of its potential to become part of a strategic Landscape Framework. Sites where habitat can be enhanced will be part of that consideration, however ecologically sensitive sites are not usually considered appropriate places for increased human activity.
- 1.15 Each site will be considered on its individual merits but designated ecological sites are unlikely to be protected or enhanced by allowing additional recreational activities through them. Consequently such sites will not normally be considered as SANG avoidance or mitigation unless it can be demonstrated that additional recreational activities, and in particular dog-walking, would not cause harm to that site's interest features.

- 1.16 SANGS are not designed to address the other functions of green space. However, other functions may be provided within SANG, as long as this does not conflict with the specific function of seeking to avoid the impacts of new residents on the Epping Forest. For example, appropriately designed children's play opportunities could be provided if it is sympathetic to the character of that part of the SANGS within which it is to be provided.
- 1.17 SANG may be created from:
- existing open space of SANG quality with no existing public access or limited public access, which for the purposes of avoidance could be made fully accessible to the public.
 - existing open space which is already accessible but which could be changed in character so that it is more attractive to residents who might otherwise visit the Epping Forest.
 - land in other uses which could be converted into SANG
- 1.18 The identification of SANG should seek to avoid sites of high nature conservation value which are likely to be damaged by increased visitor numbers. Such damage may arise, for example, from increased disturbance, erosion, input of nutrients from dog faeces, and increased incidence of fires. If any sites of high nature conservation value are considered as SANG, the impact on their nature conservation value will need to be assessed and considered alongside relevant policies in the Local Plan. We do know that there are some sites of high ecological value within the District whose interest features would not be impacted by an increase in visitors.

What types of visitors needs should the SANG be designed to accommodate?

- 1.19 We know from both the 2017 and 2019 Epping Forest Visitor Surveys (the report of which will be published in due course) that the two main user groups who visit the Epping Forest on a very regular basis are dog-walkers and walkers. Consequently any SANG provision and its integration within the wider locality, including, for example, links into the local Public Rights of Way network will need to be designed to provide an attractive 'offer' that supports these activities.
- 1.20 The existence of the SANG needs to be well publicised in order to attract people to use it instead of the Epping Forest. Consequently, leaflets/ walk packs need to be provided in all new houses within the Epping Forest Zone of Influence to advertise the existence of the SANGS and to encourage their use.

Walking routes:

- 1.21 SANG need to supply a choice of circular routes of around 2.3km – 2.5km in length to cater for dog-walkers. Longer circular routes of at least 3km as part of the choice will be expected to support other walkers.
- 1.22 The provision of circular walking routes do not need to be entirely within the SANG itself but can include connected Public Rights of Way (PRoW), or the creation of

connections to existing PRow. The key consideration will be that a variety of routes are provided to dog-walkers and walkers.

- 1.23 Path type and surfacing can be varied. Both vehicular-sized tracks and narrow PRow type paths are acceptable.

Natural Play:

- 1.24 Natural play provision will be an important element of the design to support both the attractiveness of the SANG to families, but also to support the multi-functional approach to the use of GI that the Council is seeking to achieve.

Wayfinding

- 1.25 Routes should be shown on way markers and visitor boards of a design and in location which would not undermine the naturalness of the space.

Appearance:

- 1.26 A semi-natural looking landscape with plenty of variation will be required although it will not be necessary to reproduce the landscape types within the Epping Forest.
- 1.27 Sport facilities and formal public open space cannot be used as SANG.
- 1.28 SANG need to reproduce the quality of the experience that would be given by visiting the Epping Forest, so an air of relative wildness, even when there are significant numbers of visitors on site is important.

Catering for dog walkers:

- 1.29 A key component for SANG will be to allow pet owners to let dogs run freely. Therefore access on the SANG itself should be largely unrestricted, with both people and their pets being able to freely roam. This means that sites where freely roaming dogs will cause a nuisance or where they might be in danger (from traffic or such like) should not be considered for SANG.
- 1.30 In developing networks of footpaths opportunities to link with other large areas of open space which allow for free roaming dogs should be maximised to provide interest and diversity in the 'dog-walker' offer.
- 1.31 Areas with bike access are not suitable as SANG. Furthermore, SANG should not seek to deliver bike access within them. This is because high bike usage is not conducive to off lead walking of dogs and as such SANG sites would not attract one of the key impact groups to them. Opportunities for cyclists should instead be provided using the PRow outside of the SANG itself.
- 1.32 The information below provides a Site Quality Checklist for an individual SANG
 - For all sites larger than 8ha there must be access to adequate parking for visitors, unless the site is intended for local use, i.e. within easy walking distance (c.400m) of the developments linked to it. The amount of car parking space should be

determined by the anticipated use of the site and reflect the likely visitor catchment of the SANG. As a first step consideration should be given to using existing, or planned, car parking opportunities in the vicinity of the site, subject to there being sufficient capacity to accommodate additional use.

- It should be possible to complete a circular walk of 2.3-2.5km around the SANG. This could be by creating a 'figure of eight' approach which provides a shorter and longer route offer.
- If car parking is to be provided it must be easily and safely accessible by car and should be clearly sign posted.
- Easy access to the site should be created via clear and 'logical' access points from the new development that the SANG is intended to serve and wherever possible, new points of access should be created to make it easy for the existing community to access the SANG.
- The SANG must have a safe route of access on foot from the nearest car park and/or footpath/s.
- SANG must be designed so that they are perceived to be safe by users; they must not have tree and scrub covering parts of the walking routes.
- Paths must be easily used and well maintained and if surfacing is to be provided in order to support greater accessibility this should be done in a sensitive way so as to avoid the site becoming too urban in feel.
- SANG must be perceived as semi-natural spaces with little intrusion of artificial structures. Visually sensitive way-markers, seating and natural play features, if appropriately designed, are likely to be acceptable.
- Access within the SANG must be largely unrestricted with plenty of space provided where it is possible for dogs to exercise freely and safely off lead.
- SANG must be free from unpleasant intrusions which would detract from its attractiveness as a place to visit.

2. Latton Priory and Water Lane

- 2.1 Latton Priory and the Water Lane area are Harlow and Gilston Garden Town Communities that are proposed for allocation in the emerging Local Plan.

Landscape Context

- 2.2 Latton Priory and the Water Lane area are strategic sites located within Epping Forest District and form two of the Garden Town Communities.
- 2.3 Latton Priory sits on a prominent ridge between Jack's Hatch and Church Langley which is identified as 'Farmland Ridge' in the Council's Landscape Character Assessment 2010 (EB709). The ridge forms the highest land point in the district and was a defining landscape feature in Sir Frederick Gibberd's planning of Harlow, with the town sitting in the dip in the landscape to the north of the ridge. There are views from the ridge south across gently undulating farmland towards the town of Epping and northwards towards Harlow - the centre of which is a prominent feature. However, in the surrounding residential areas it is mature trees rather than the built form which dominates the view. Trees are also the key component to the landscape character of the ridge with large blocks of ancient woodland defining the landscape.
- 2.4 Water Lane sits on the edge of an undulating landscape of predominately arable fields with mature hedgerows and veteran trees in a landscape which is designated as 'Farmland Plateau' in the Landscape Character Assessment 2010. This landscape is part of the historic field patterns and settlements identified within the Nazeing and South Roydon Conservation Areas. As it is set on lower ground than Latton Priory, Water Lane is not as visually important to the setting of Harlow despite there being views back towards the town from it.
- 2.5 Harlow's Green Wedges were a major feature of Sir Frederick Gibberd's design for bringing the countryside into the town. The aim of the approach was to give residents the opportunity to experience the best of town and country living. The wedges relate directly to Latton Priory and Water Lane and the continuation of this landscape

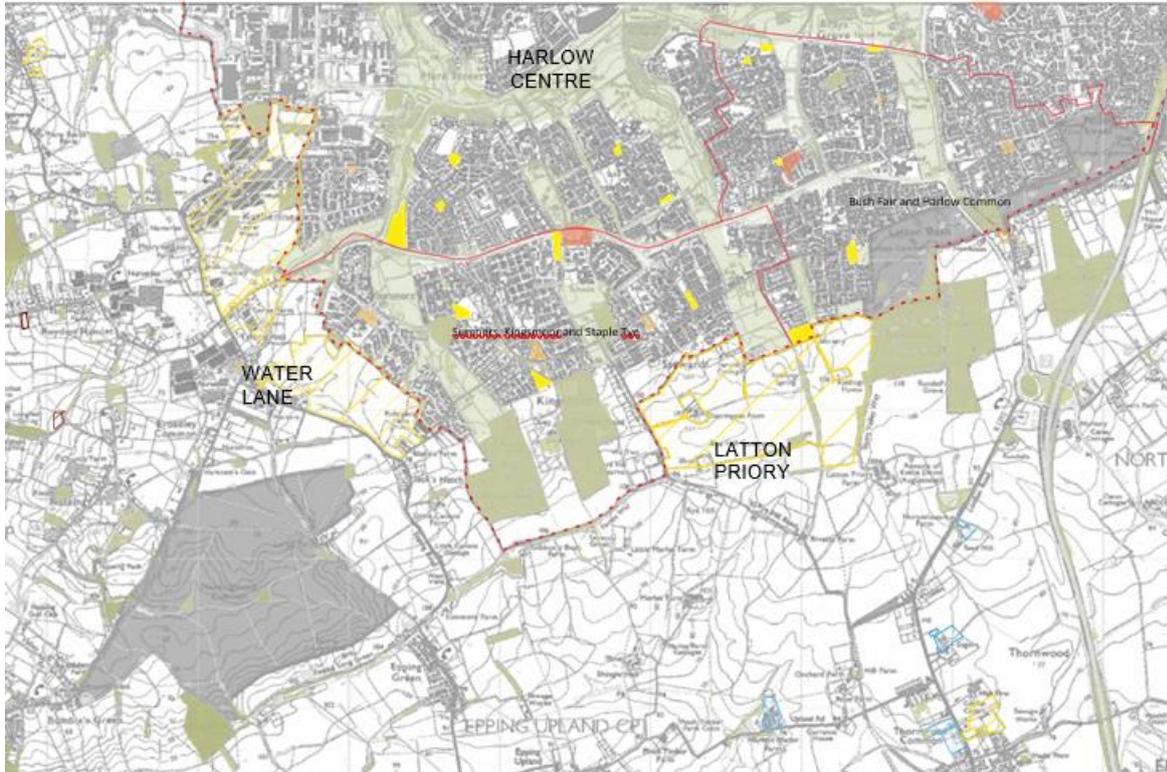
structure through the sites and its relation to the surrounding countryside and pedestrian rights of way will be key to creating an integrated landscape.



- | | | | | | |
|---|------------------------|---|----------------|---|----------|
|  | Allocation Residential |  | Green Wedge |  | Key View |
|  | EFDC / Harlow Boundary |  | Woodland Cover | | |

Communities

- 2.6 Latton Priory is located to the south of the Staple Tye and Latton Bush neighbourhoods within Harlow District. The emerging Local Plan proposes to allocate the site (SP5.1) for development including the provision of a minimum of 1050 new homes, traveller pitches, new employment opportunities, a new primary and secondary school and a new local centre. There is a policy requirement to provide strategic 'green infrastructure' comprising natural/semi natural open space, walking and cycling routes flood mitigation and wildlife space.
- 2.7 Water Lane (SP5.2) is located to the west of the existing Katherines, Sumners and Kingsmoor communities within Harlow District. The emerging Local Plan proposes to allocate the site for development including the provision of a minimum of 2100 new homes, a new primary school, traveller pitches, as well as local shops and services. There is a policy requirement to provide strategic 'green infrastructure' comprising natural/semi natural open space, walking and cycling routes flood mitigation and wildlife space.
- 2.8 Developing a cohesive urban and landscape structure that allows easy movement between communities, local centres/hatches and landscape destinations (such as parks, woodlands or play spaces) will be key to creating connected, healthy and sustainable communities. In this it is essential that existing communities are able to see the benefits of development in their own neighbourhoods and that new development feels like a cohesive part of the Harlow, where existing residents feel welcome.

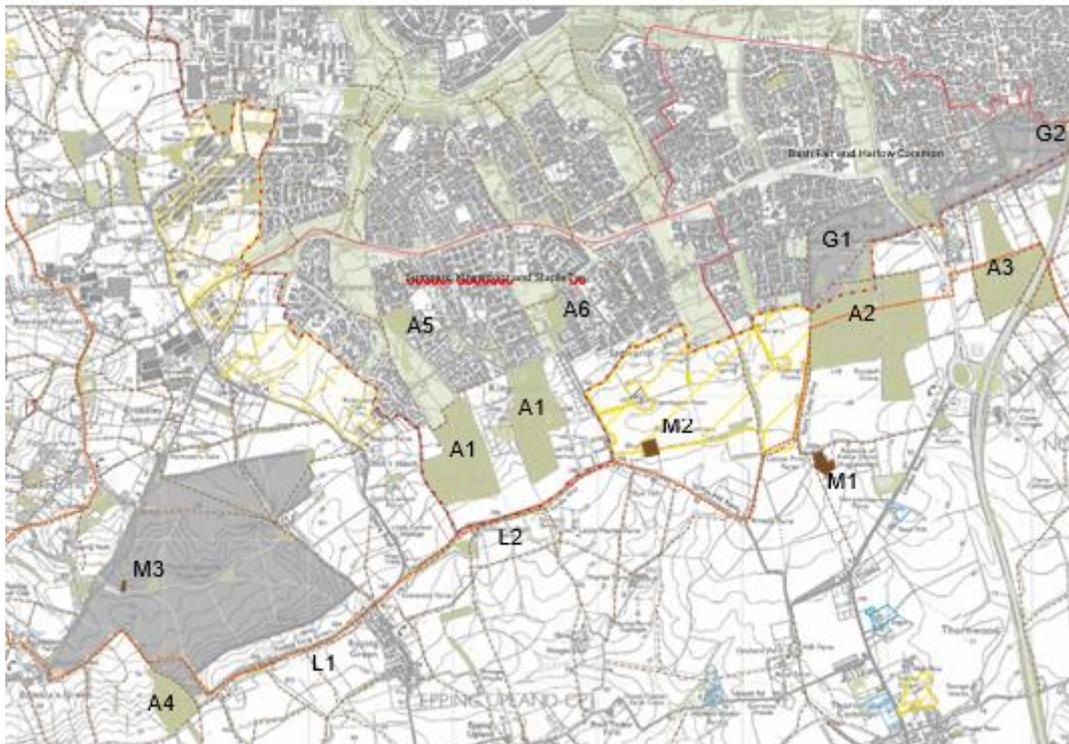


Landscape and Ecology Assets

- 2.9 The Green Infrastructure Plan for Harlow identifies the landscape to the south and west of Harlow, within which the Latton Priory and Water Lane sites are located, as “a ‘heritage landscape’ which reflect key historic themes that are characteristic/distinctive of the Harlow Area”.
- 2.10 One of the defining features of this landscape is the significant blocks of ancient woodland that stretch from Copy Wood to Harlow Park Woods. Smaller relics of ancient woodland also appear within the urban form of Harlow at Burnett’s Wood and Maunds Wood. Within these various woodlands there are a variety of distinctive woodland characters such as the canopy of oak with coppiced hornbeam growing beneath it in Parndon Woods or the sparse canopy of elms with rich under-story and ground flora in Copy Wood. These habitats are a product of ancient ecologies intertwined with the cultural heritage of the area and provide a distinct experience of

nature in an urban context. As such they have significant local value. This is evidenced by the Green Infrastructure Plan for Harlow which identifies Harlow Woods as having a district wide draw.

- 2.11 To the east, Latton Common and Harlow Common provide freely accessible common land which are designated as LoWS in recognition of their grassland habitats. They represent significant vestiges of the once large tract of common land which stretched from Harlow Common to close to Maunds Wood. To the west Nazeing Common is another significant area of common land which, although accessible, is currently used as arable land.
- 2.12 Running east - west Epping Long Green is an ancient landscape feature which pre-dates the town of Epping. It consists of a broad strip of semi- improved neutral grassland and a footpath, bordered on both sides by ancient hedgerows. Epping Long Green was historically part of a network of drovers routes connecting, Waltham Abbey, Harlow, Latton Priory and surrounding villages. Together these natural green spaces define a distinctive landscape character while also offering a wide variety of culturally and ecologically rich places. Work to improve their legibility, access, habitat value and ecological connections would all contribute to strengthen a hugely valuable shared resource for current and future residents.
- 2.13 The Harlow Open Space and Green Infrastructure Study sets a standard for a quantum of Natural and Semi Natural Green space in Harlow as 3ha per 1000 residents. This is above the Natural England Standard of 2ha per 1000 residents. The same study showed that 'Sumner, Kingsmoor and Staple Tye' and 'Bush Fair and Harlow Common' currently have above 4ha per 1000 residents, including Harlow Woods, Latton Common and Harlow Common but excluded Marks Bushes.
- 2.14 For an approximate overview of quantum if the 46.9 ha of Marks Bushes was considered as the natural and semi natural green space for the 3,150 homes of Latton Priory and Water Lane then that would (based on 2.4 residents per household - which is the current household occupancy level in EFD) equate to 6.2 ha per 1000 residents.



Ancient Woodland

- **A1** – Harlow Woods (Parndon Wood, Hospital and Ridsen’s Wood, SSSI (45 Ha)
- **A2** – Mark Bushes Complex Ep90 (46.9 Ha)
- **A3** – Harlow Park Ep98 (19.5 Ha)
- **A4** – Copy Wood LoWS 43 (9.1 Ha)
- **A5** – Burnett’s Wood Ha10 (2.8 Ha)
- **A6** – Maunds Wood Ha19 (3.5 Ha)

Grassland

- **G1** – Ha29 Latton Common
- **G2** – Ha38 Harlow Common

Ancient/Species-rich Hedgerows and Green Lanes

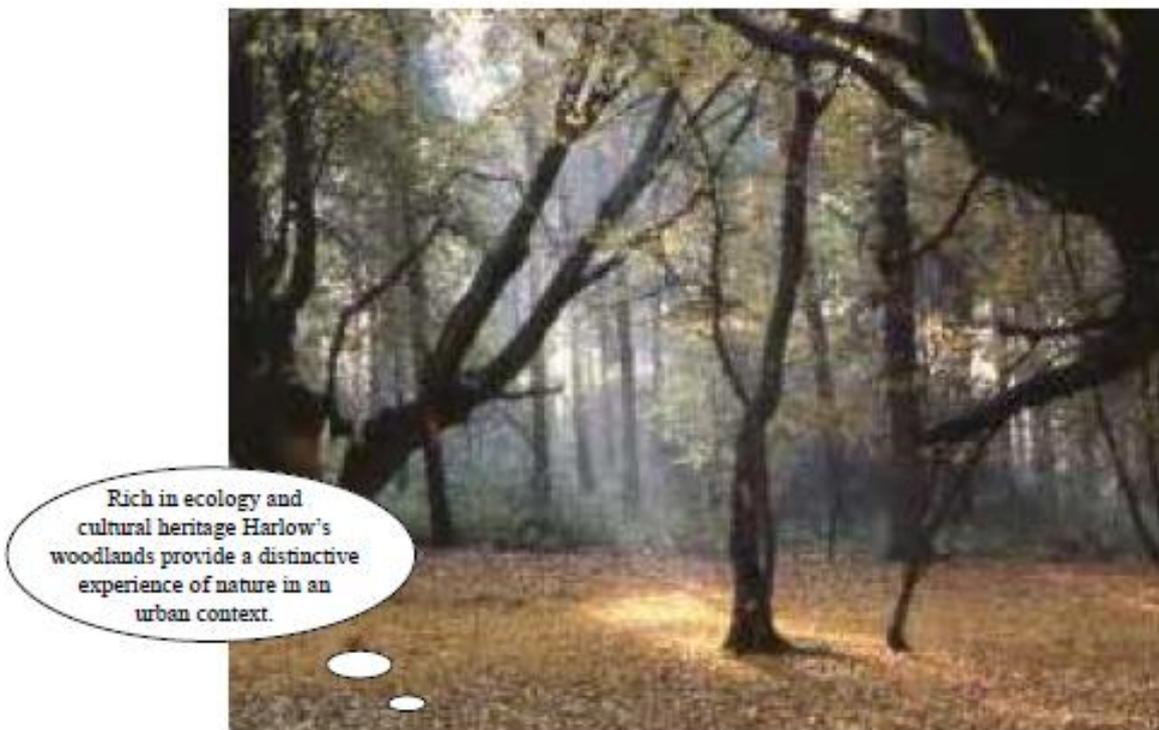
- **L1** – Epping Long Green West, LoWS 55 (6.3 Ha)
- **L2** – Epping Long Green East, LoWS 67 (9.1 Ha)

Scheduled Monuments

- **M1** – The site of the Augustinian priory of St John the Baptist, now Latton Priory Farm
- **M2** – Medieval Moat.
- **M3** – World War Two bombing decoy, encompassing a subterranean and an above ground earth-covered shelter

Heritage

2.15 The landscape in which Latton Priory and Water Lane sit provide a rich diversity of landscape and built heritage assets, from Ancient Green Lanes, through to the Scheduled Monument of Latton Priory and Ancient Woodland. A clear network of footpaths and way- finding are key to allow these assets to be an integrated part of the network of landscape assets.



Amenity Green Space and Public Parks and Gardens

- 2.16 The Harlow Open Space and Green Infrastructure Study assesses the quantity, quality and value of the open space and green infrastructure in Harlow District, and forms part of the Evidence base for Harlow District Council's emerging Local Plan. Amenity Green Space and Public Parks and Gardens are assessed separately but here, given the similarities of the provision and the potential for overlapping functions, they are grouped together as this gives a more nuanced picture of provision.
- 2.17 The Harlow Open Space and Green Infrastructure Study sets a standard for a quantum of Parks and Gardens and Amenity Green Space in Harlow as 2ha per 1000 residents. The same study showed that 'Sumner, Kingsmoor and Staple Tye' are currently over this allocation at 2.8 ha per 1000 residents while 'Bush Fair and Harlow Common' has less provision at 1.68 ha per 1000 residents. Of this it should be noted that the shortfall in 'Bush Fair and Harlow Common' is compensated for by the proximity of Latton and Harlow Commons.
- 2.18 Amenity spaces and parks are of mixed quality, with 11 of the 25 parks in the Harlow Open Space and Green Infrastructure Study falling below quality standards. More of these lower quality parks are located to the south.



Rye Hill Road Recreation Ground

Allotments

- 2.19 The standard for allotments identified in the Open Space Strategy is 0.2 hectares per 1,000 population (Fields in Trust Standard). The Council's Open Space Strategy shows that allotments are generally well provided across the District and similarly the Harlow Green Infrastructure Strategy shows a similar position. The Council's study sets an access standard of 400m from homes.
- 2.20 Allotments and food growing are key components of the network of green spaces that will provide the green social infrastructure that can aid the development of cohesive and healthy communities. To do this any new allotment provision should, through their location and allocation, serve new and existing communities. While limited public access can help build a strong community within allotments it also limits the public engaging with food growing. Therefore proposals should look to expand the variety of productive landscapes and to look to engage new users with them.

- 2.21 The Netteswell Common Allotments are located within the existing green wedge that will be extended into the Latton Priory Garden Town Community. The shortage of provision at Sumners, Kingsmoor and Staple Tye will be addressed through enhancements to the green wedge, as will improved walking and cycling connections.

Provision for Children and Young People

- 2.22 Based on Fields in Trust Standards the Open Space Strategy sets a standard for a quantum of provision for children and young people of 0.25 hectares per 1,000 population. The current provision in adjacent Harlow communities consists of almost exclusively traditional equipment in fence play areas. The condition of the equipment is mixed.





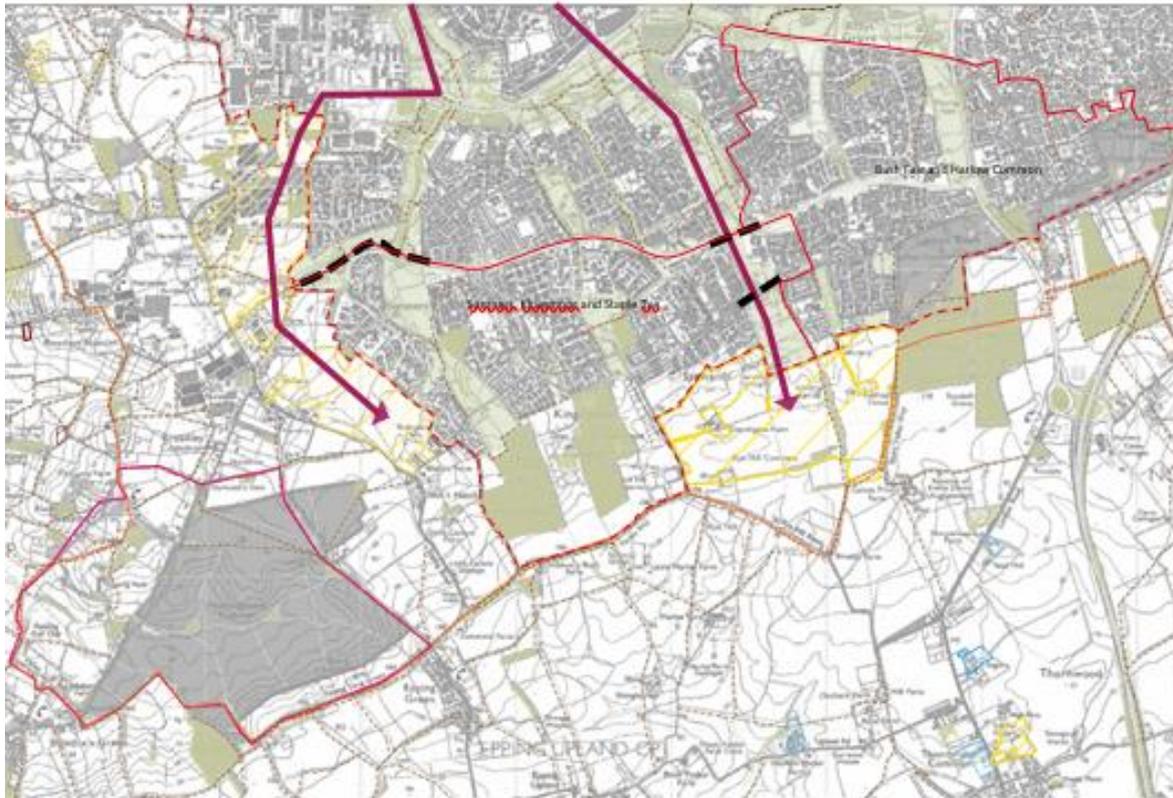
Note: Outdoor sport and playing fields are not part of this study but are shown to give an understanding of their significant role in the green wedges.

Parks

- P1 - Rye Hill Road Recreation Ground 10.1 ha
- P2 - Parndon Road Recreation Space 1.1 ha
- P3 - Carole Road Open Space and Carole Recreation Ground 10.1 ha
- P4 - Sycamore Field 4.6 ha
- P5 - Katherines Way Playing Field 2.4 ha

Movement

- 2.23 There is an established network of Public Rights of Way (PRoW) that runs through the surrounding countryside. These routes are well used but as with routes across the district there is room for improved accessibility, legibility and way-finding.
- 2.24 Regional walks such as the Nazeing Country Walk and the Stort Valley Way highlight the draw of the local landscape. And with three Forest Ways to the west there is a good opportunity to link into this wider network. There is significant room to improve accessibility, legibility and way-finding through the Green Wedges especially where roads cross the wedges and where the wedges link into Latton Priory and Water Lane.
- 2.25 The Harlow and Gilston Garden Town will be served by a network of Sustainable Transport Corridors (STCs) which will provide rapid transit, walking and cycling routes from the proposed garden town communities through existing communities to Harlow town centre and its train stations. Two arms of the proposed Sustainable Transport Corridors will terminate in Water Land and Latton Priory respectively. There is potential to continue the walking and cycling component of these routes to connect Latton Priory and Water Lane, providing Water Lane residents with an active route to the secondary school in Latton Priory.



Opportunities

2.26 Opportunities identified are in line with the key principles for the development of strategic sites as set out in section 4:

- 1 - Connecting into the big landscape attractors of the Lea and Stort Valleys
- 2 - Access between existing and proposed communities and into the surrounding countryside
- 3 - Complimentary network of green open spaces tying together new and existing communities, including the provision of SANG
- 4 - Activation and interpretation projects to engage a wider range of people with the countryside

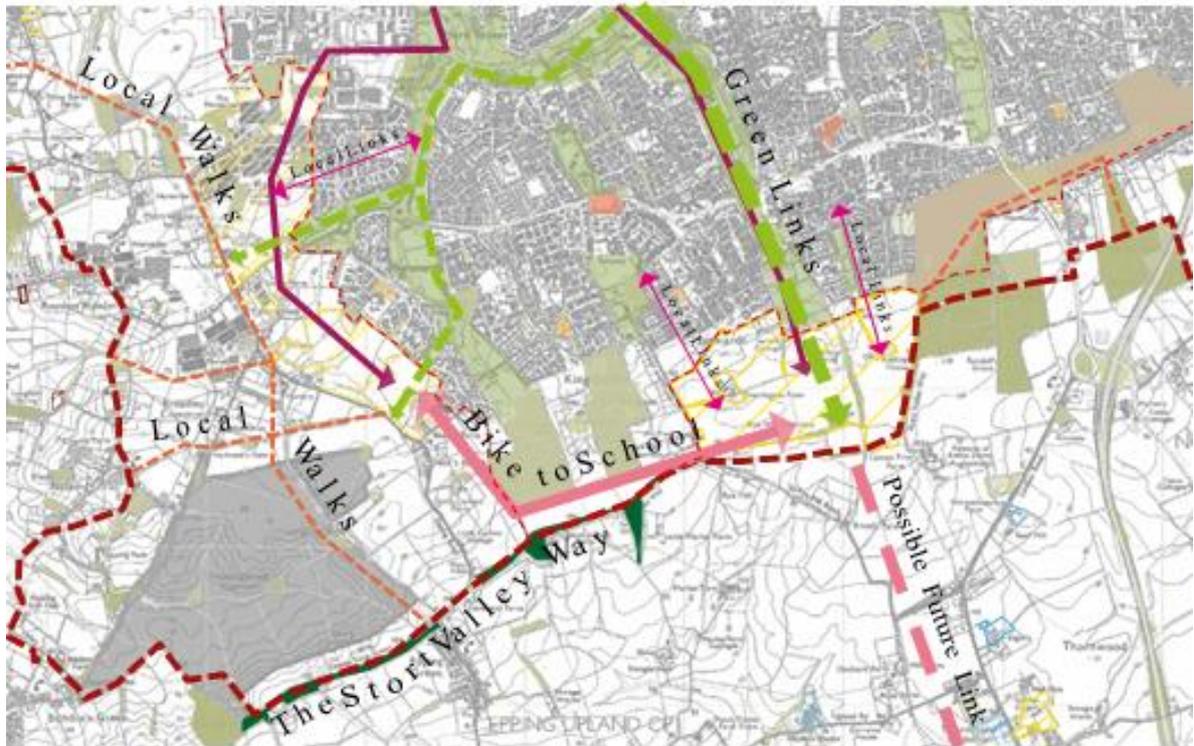
Connect into the big landscape attractors

2.27 The Stort Valley Way offers an opportunity to link into a strategic route that ties into the Stort Valley. Alongside this the green wedge directly to the north of Latton Priory provides a direct route into Harlow's green spaces, Harlow Town Centre and beyond that the Stort Valley. Prioritising these routes is key to the integration of the site into its context and the promotion of the Stort Valley as an accessible recreational landscape.

Access between existing and proposed communities and into the surrounding countryside

2.28 Easy, safe and attractive walking and cycling connections between neighbourhoods and open spaces are key to building a successful network of green spaces. To deliver these connections improved accessibility, legibility and way-finding will be needed. Key areas to address will include:

- Green wedges that currently run out to the countryside need significant improvements, to provide high quality connections into the Green Wedge network and on to Harlow town centre and the stations. Alongside this proposed urban structures need to facilitate local links into existing green spaces and local centres.
- Continue the walking and cycling component of the proposed STC routes to connect Latton Priory and Water Lane, including to provide Water Lane residents with an active route to the secondary school in Latton Priory.
- Develop a series of local walks that link communities with local countryside and Natural Green Space assets. Routes should be planned to give a series of routes that are of an optimal distance for dog walkers and to provide variety in walking routes.



Walthamstow Wetlands by Kinnear Landscape Architects Provides an example of a legible and accessible route with a signage incorporated into it.

Complimentary network of green open spaces tying together new and existing communities, including the provision of SANG

Local GI Overview

- 2.29 In line with the rest of the District an analysis of existing open space provision shows that high quality Natural and Semi Natural Green Space already exists with a higher quantum provided than National Standards although this cannot necessarily be relied on to support the needs of new communities where it would affect the ecological interest features of that space.. Other open space typologies, including parks, play and allotments are of average or poor quality and are generally under provided.
- 2.30 As identified there is a high quality local network of Natural and Semi Natural Green Space which can be revealed and enhanced. This network can also be significantly added to through the provision of SANG.

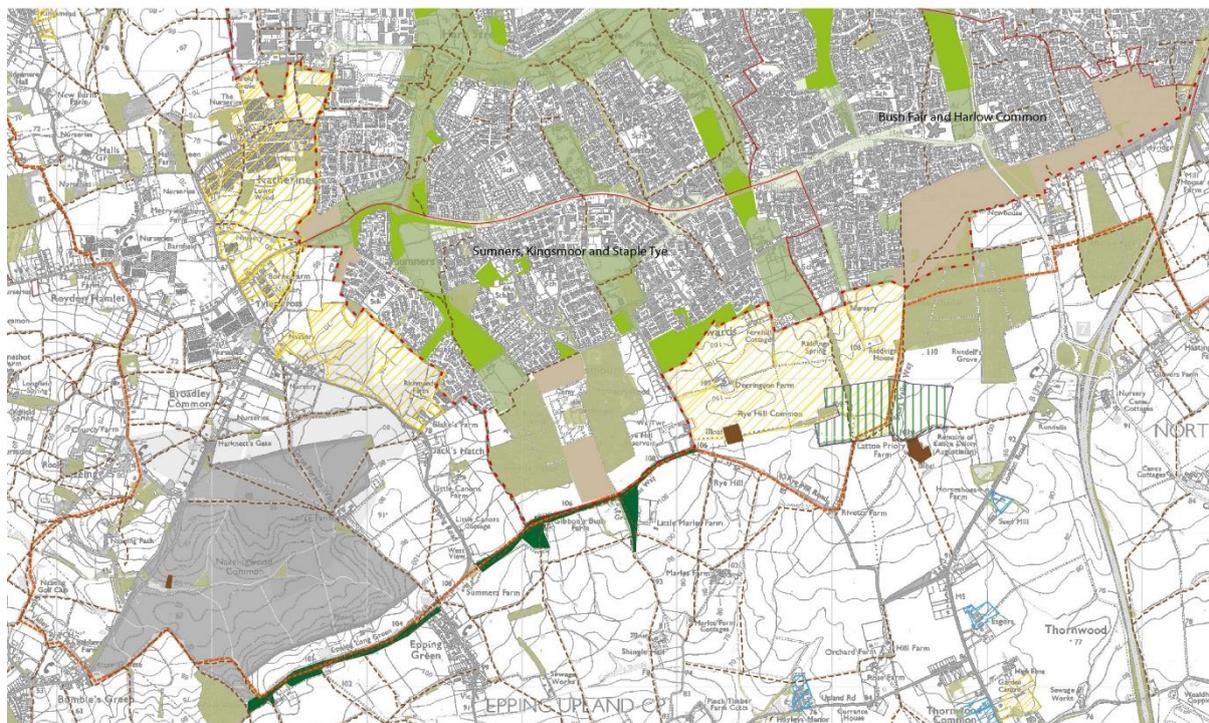
Reveal and Enhance

- 2.31 Key moves to reveal and enhance the existing Natural and Semi Natural Green Space offer include the following:
- Complete the ecological corridor from the Long Green Lane to Marks Wood. Where suitable look to lift canopies and clear scrub to allow views into woodland areas.
 - Enhance habitats through improved management including to the grassland Harlow and Latton Commons and woodlands.
 - Look for overlap between people and ecology such as leaving some large felled trees in woodlands or retaining low branches on appropriate trees when pruning for play opportunities.



Suitable Alternative Natural Green Space

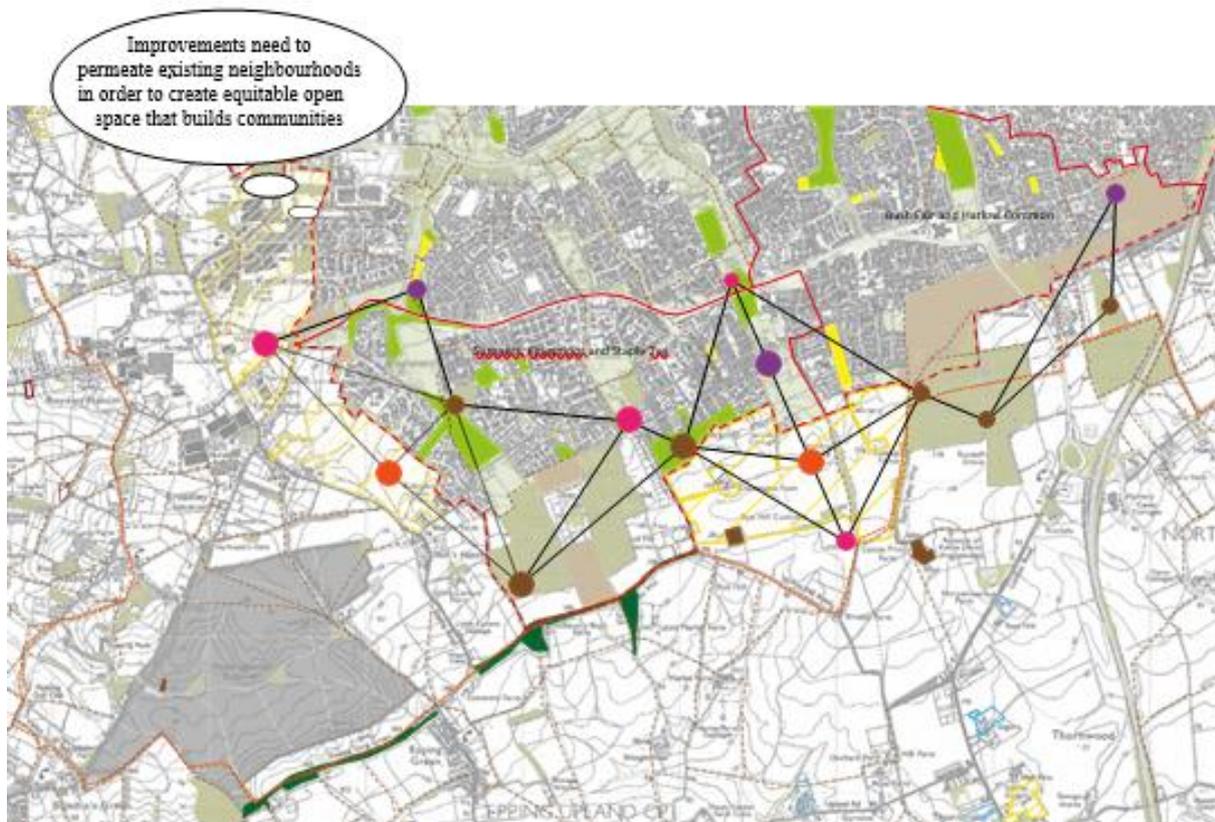
- 2.32 outwork has commenced on a SANG proposal for Latton Priory. Habitat proposals for the SANG provision as well as how it relates to existing paths and habitats are also being developed. The proposed SANG offer is the subject of ongoing discussions with stakeholders. In addition, at the Examination Hearing on 21 May 2019, representatives of the site promoters for Latton Priory indicated that additional land was available to provide a wider SANG offer.
- 2.33 This work also sets out green space connections to the green wedge and to the west towards Epping Long Green. Green Spaces outside of the SANG will be developed along with the emerging masterplan.



Complimentary Network

2.34 Provision of open space will be provided and master planned through the new development. This should be designed in a way to encourage use by both new and existing communities. Provision should be developed through the masterplanning process to ensure a balance of open space typologies across the wider area. Alongside this, improvements outside the site allocation boundary should also be undertaken in conjunction with EFDC and the Harlow and Gilston Garden Town officers. This is essential to support an integrated offer for both new and existing neighbourhoods to build community cohesion.

- 2.35 Key existing spaces that need to be addressed in qualitative terms are Rye Hill Road Recreation Ground, Paringdon Road Recreation Space, and Parsloe Road Open Space



Activation and interpretation projects to engage a wider range of people with the countryside

- 2.36 Landscape should be considered as forming part of the social infrastructure in order to build cohesive communities through engaging more people with outdoor space and creating opportunities for social interaction.

- 2.37 Interventions in Natural and Semi natural open space should look to deepen people's understanding and appreciation of natural green spaces and to inspire new people to visit these places.
- 2.38 Potential areas where this could be achieved are: Woodlands, Commons, Green Lanes, Ancient Monuments Potential interventions could include: Bird Hides, Natural Play, Low key interpretation, Art.
- 2.39 Alongside improvements to their structure, parks and amenity space should be activated with initiatives that encourage social interaction and which link to wider societal themes such as loneliness, obesity, and encouraging healthy eating
- 2.40 Key Locations where this could be achieved are: Green wedge north of Latton Priory, Parsloe Road Open Space. Initiatives could include: Multi-sensory planting, intergenerational and natural play, art, food growing.
- 2.41 Productive Landscapes should move beyond food in allotments to encourage wider participation and engagement between communities.
- 2.42 The key Location where this could be achieved is: Netteswell Common Allotments. Other potential Locations include: Rye Hill Road Recreation Ground, Parsloe Road Open Space



Drapers Field Kinnear
Landscape Architects



Ladders and Apples
Alex Findlay

Play Hill in Wildflower
Kinnear Landscape Architects



Forest Play
Flights of Fantasy Creative
Play

Cast Local Chair Helen Goodwin



3. North Weald Bassett SANG proposals

Landscape Context

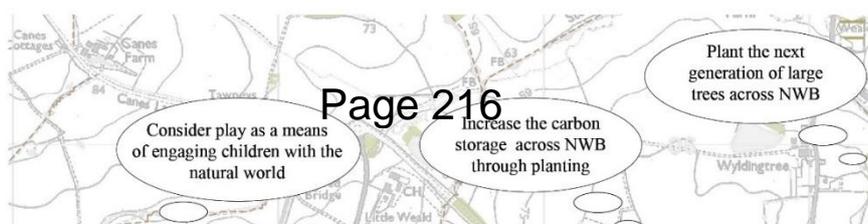
- 3.1 North Weald Bassett sits in an area characterised as 'Ridges and Valleys' by the Chris Blandford Landscape Character Assessment, which forms part of the EFDC local plan evidence base.
- 3.2 The landscape is characterised by a patchwork of arable fields, with mature hedgerows. Mature trees are also a key defining feature of the landscape both within hedgerows and in fields. This landscape pattern provides for a number of open and framed views to the surrounding landscape.
- 3.3 North Weald airfield, which is defined by a strong fenced perimeter, is a significant presence in the landscape as is the M11 to the west.

Natural and Semi Natural Green Space and Landscape and Ecology Assets

- 3.4 There are a variety of lowland mixed deciduous ancient woodlands, located mainly to the south of North weald Bassett. These woodlands include original and replanted

ancient woodland which BAP Habitats designated as Lowland Mixed Deciduous Woodland (UK); and Ancient Woodland (Essex).

- 3.5 Woodlands include a variety of flora which provide a variety of distinctive woodland characters including: virtually pure hornbeam coppice (Reynkyns Wood); blocks of Scotts Pine (Birching Coppice Complex); and Hornbeam/Pedunculate composition with scattered Rhododendron (Birching Coppice Complex).
- 3.6 The woods provide a valuable cultural heritage. Ongar Park Woods (part of the Birching Coppice Complex) was historically part of the same woodland lying within the boundary of Ongar Great Park, one of the earliest deer parks dating back to the 11th century.
- 3.7 These woodlands provide a significant natural resource within easy reach of North Weald Bassett. There is an opportunity to connect people to these ancient woodlands, through improved physical connections and legibility, to bring them into people's consciousness. This would need to be carefully managed to ensure that their ecological interest features are not harmed.
- 3.8 There are a variety of species rich grasslands, wetland and reedbeds that are also located in the area including relatively recent flood alleviation works.
- 3.9 There is significant potential to connect people to these landscape assets drawing out cultural and ecological heritage while building new relationships between local people and their environment. Carefully considered Natural play opportunities, seating, low key interpretation and art, could engage local people to connect with these areas.
- 3.10 The provision of SANG should complement the existing network of Natural Green space to provide a more coherent and attractive network.



- **A1** – Roughtalleys Wood, LoWS 114
- **A2** – Roughtalleys Wood, LoWS 108
- **A3** – Birching Coppice Complex, LoWS 116 (138.2 ha)
- **A4** – Ongar Park Woods LoWS 129 (6.8 ha)
- **A7** – A7 Reynkyns Wood LoWS 145 (3.0 ha)

BAP Habitats – Lowland Mixed Deciduous Woodland (UK); Ancient Woodland (Essex)

- **A5** – Ongar Radio Station LoWS 130 (10.8 ha)

BAP Habitats – Lowland Mixed Deciduous Woodland (UK)

Selection Criteria - HC28 – Small Component Mosaics

- **A6** – Tylers Green Grasslands LoWS 130 (10.8 ha)
- **A9** – Weald Common LNR LoWS 124 (1.2 ha)

BAP Habitats - Species-rich Grasslands (Essex)

- **A8** – Church Lane Flood Meadow LoWS 118 (3.5 ha)
- **BAP Habitats** – Lowland Fens, Reedbeds (UK). Reedbeds (Essex)

Heritage

- 3.11 North Weald Bassett has an interesting variety of built and landscape heritage. The woodland remnants of Ongar Great Park, one of the earliest deer parks dating back to the 11th century, exist to the south of the town, while ancient woodlands with distinctive coppiced trees are landscape remnants of the formerly common practice of coppicing timber on rotation.
- 3.12 Immediately to the south of North Weald Bassett is the North Weald Redoubt Scheduled Monument. It was constructed in the 1890's as a mobilisation centre as part of a comprehensive military scheme known as the London Defence Positions drawn up to protect the capital in the event of enemy invasion. It was reused as a radio station after the First World War and has a remarkable level of survival. To the west, on the edges of Thornwood, lies the moated site known as Marshalls which is likely to have been constructed between 1250 and 1350, and which is also a Scheduled Monument.
- 3.13 There is significant potential to connect and illuminate this landscape and built heritage for example relating the Marshalls moated site with that at Latton Priory.

Parks and Amenity Green Space

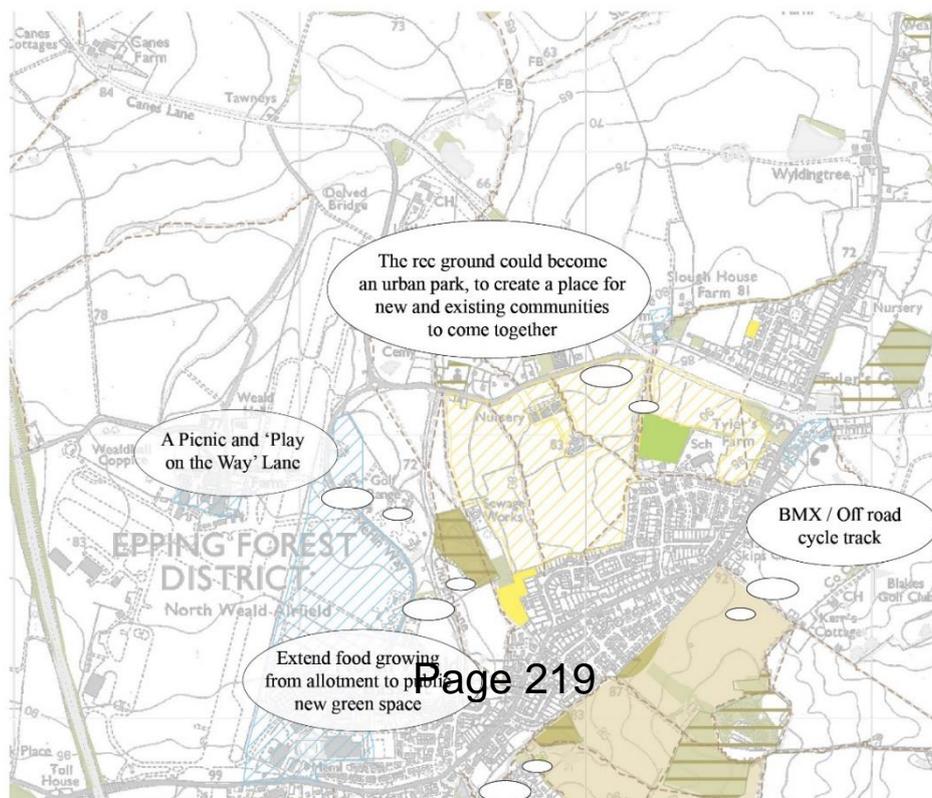
- 3.14 The Council's Open Space Strategy shows that there is a undersupply of amenity green space in North Weald Bassett and that there are no parks. The existing amenity green space consists primarily of short cut grass and therefore has the potential to be enhanced in terms of its amenity, biodiversity and community offer.
- 3.15 The recreation ground is the main amenity green space within North Weald Bassett and includes play and sports facilities as well as a community hub.
- 3.16 In the context of development the recreation ground offers the potential, particularly if additional land from within the site allocation is provided, to be upgraded into an urban park. This would be positive initiative in terms of creating a space that that would support community integration, by providing a place where people from new and existing communities can come together. Any such initiative should be of the

highest design quality and should respond to section 3 of this document in terms of social sustainability.

- 3.17 The provision of a new urban park is supported by the Council's Open Space Strategy which identifies the need for an increased park offer in North Weald Bassett.

Provision for Children and Young People

- 3.18 In line with the wider assessment of the provision of facilities for children and young people in section 2 of this document there is a significant undersupply of facilities in North Weald Bassett. The existing equipment is traditional and functional but lacks variety when measured against best practice. There is a significant opportunity to broaden the play offer to include natural play, multi-sensory play, play for all ages and play that is accessible for all. These provisions should extend beyond the bounds of traditional fenced playgrounds with natural play used as a means of encouraging play in the wider landscape and particularly as a means of bringing children into contact with nature.
- 3.19 Potential improvement to the existing basketball facilities, or the provision of other new ball courts, should look to MUF's social MUGA highlighted in Section 3 of this document as an example of best practice



Allotments

- 3.20 North Weald Bassett, in line with the District as a whole, has an adequate supply of allotments in relation to Fields In Trust standards. Engagement with the North Weald Bassett community in the development of the emerging masterplan should test the supply of allotments to ensure that provision continues to meet community needs.
- 3.21 Alongside this food growing opportunities should be developed in a wider sense. Allotments and food growing are key components of the network of green spaces that will provide the green infrastructure that can aid the development of cohesive and healthy communities. To do this new allotment provision should, through its location and allocation, serve new and existing communities. While limited public access can help build a strong community within allotments it also limits the public engaging with food growing. Therefore proposals should look to expand the variety of productive landscapes and to look to engage new users with them.

Movement

- 3.22 There is an established network of both Public Rights of Way (PRoW) and informal routes that run through the surrounding countryside. These routes are well used but as with routes across the District there is room for improved accessibility, legibility and way-finding. Such improvements should focus on promoting links between the

existing community, the emerging masterplan areas, the surrounding countryside and between settlements.

- 3.23 There is considerable community support for a wider active travel (walking and cycling) network to connect North Weald Bassett to both Latton Priory and Epping. As set out in the main body of this document the Council support active travel and will look to work with landowners/developers, the community and other stakeholders to secure these opportunities. The route of the Epping-Ongar Railway line between North Weald Bassett and Epping could present a significant opportunity for such a link.
- 3.24 The Essex Way, which runs 82 miles across Essex from Epping to the coast at Harwich, lies just to the south of North Weald Bassett. The development and enhancement of the PROW network provides a good opportunity to link into this wider network.
- 3.25 Significant barriers to movement exist in both the M11 and the A414. Nevertheless the Council will work with landowners, developers and stakeholders to explore ways of circumventing these barriers.

Opportunities

- 3.26 Opportunities identified are in line with the key principles for the development of strategic sites as set out in section 4:
- 1 – Connecting into or creating landscape attractors.
 - 2 – Access between existing and proposed communities and into the surrounding countryside
 - 3 – Complimentary network of green open spaces tying together new and existing communities, including the provision of SANGS
 - 4 – Activation and interpretation projects to engage a wider range of people with the countryside

Connect into the big landscape attractors

- 3.27 Due to the distance between North Weald Bassett and the Stort and Lea Valleys it is not envisaged that these will serve as significant attractions – unless accessed by car. However, the promotion of wider strategic footpaths including a route north to tie into Latton Priory and to heritage assets in the locality should be pursued.

Access between existing and proposed communities and into the surrounding countryside

- 3.28 Easy, safe and attractive walking and cycling connections between neighbourhoods and open spaces are key to building a successful network of green spaces. To deliver these connections improved accessibility, legibility and way-finding. Key areas to address will include:
- A green Loop to link new green space with key existing local green spaces and attractors particularly North Weald Common and the North Weald Redoubt and the Recreation Ground. Wayfinding and easy links through North Weald Bassett will be key to achieving this.
 - A series of wider routes with improved legibility and access would provide longer walks and provide connections that link to strategic routes such as the Essex Way to the south.

Complimentary network of green open spaces tying together new and existing communities, including the provision of SANG

- 3.29 The proposed network of paths described above aims to provide improved access to existing green spaces where this would not affect their ecological interest features.

Reveal and Enhance

- Build ecological links between established habitats.
- Where suitable look to lift canopies and clear scrub to allow views into woodland areas.
- Enhance habitats through improved management including to the North Weald Common.
- Explore the idea of tree planting to North Weald Common to establish future large field trees
- Look for overlap between people and ecology such as leaving some large felled trees in woodlands or retaining low branches on appropriate trees when pruning for play opportunities.

Suitable Alternative Natural Green Space

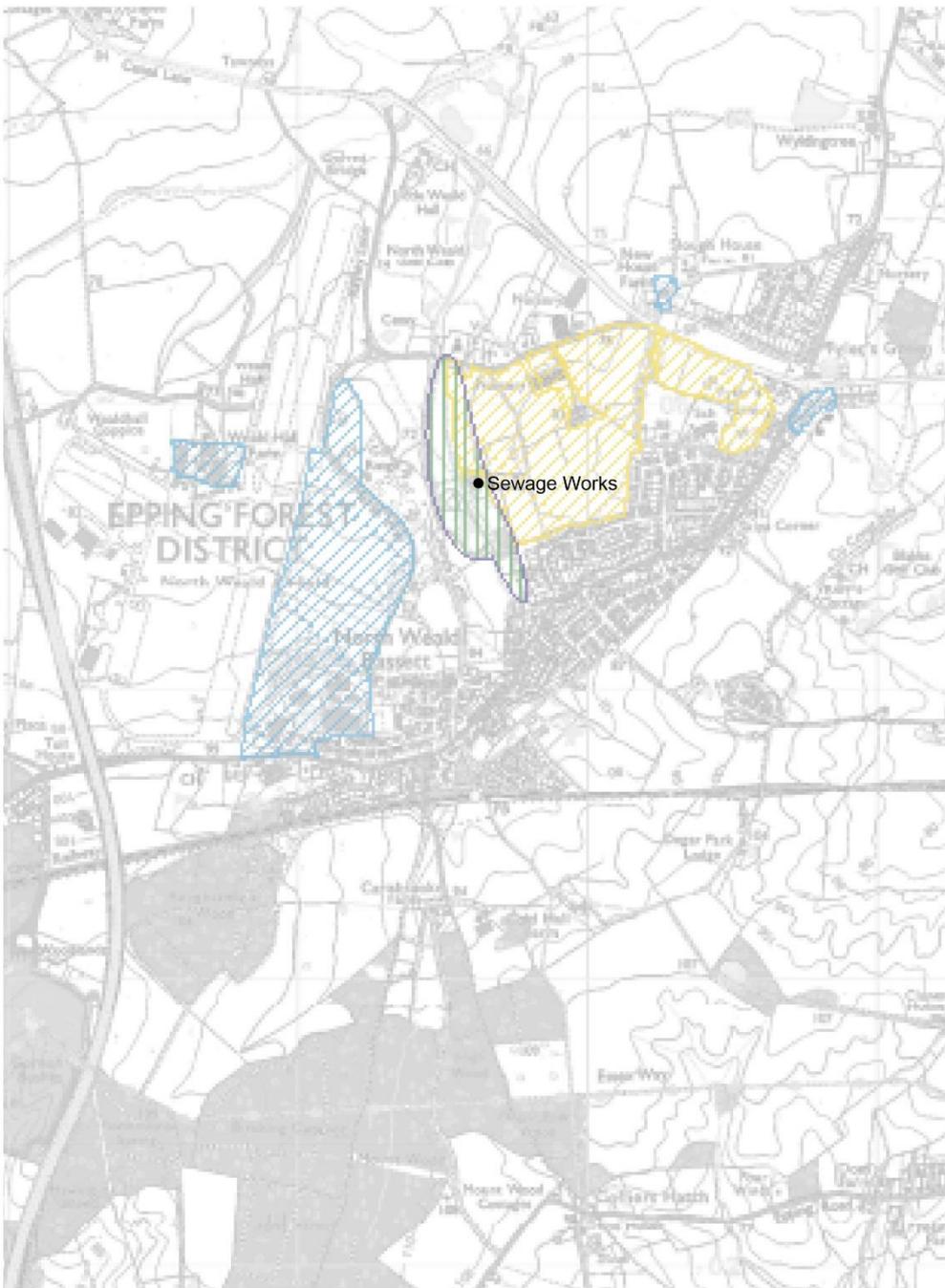
- 3.30 The provision of SANG can complement the existing network of Natural Green space offer in North Weald Bassett. The location of the proposed space, set in a flood plain and between the emerging Local Plan's commercial and residential allocations, offers a myriad of opportunities both for the creation of distinctive and valuable habitats as well as the opportunity to allow people to connect with these habitats.
- 3.31 The Council owns a portion of the proposed SANG and, in its landowner role, is currently engaging with the site promoters of the residential led Masterplan to better understand how this land could be effectively integrated into the SANG offer in North Weald Bassett.
- 3.32 Upon agreement between the parties on the size, location and typology of SANG, in line with Section 1 above, the Council, as local planning authority, will engage with Natural England and the Conservators of Epping Forest on the effectiveness of the approach.

Timescales

- 3.33 The residential led Masterplan in North Weald Bassett has made good progress. Topic based meetings on sustainable transport, provision of green space, land drainage and design have been carried out and the Masterplan has been to a Quality Review Panel.
- 3.34 Background work is currently being undertaken to support the development of the North Weald Airfield masterplan. The Council as local planning authority is in discussions with the landowner to agree a Planning Performance Agreement to manage the process.
- 3.35 The provision and delivery of SANG is a priority for the residential Masterplan site in North Weald Bassett.

Moving Forwards

- 3.36 The Council, as local planning authority, and the site promoters/land owners of the residential Masterplan Area are committed to the delivery of an appropriate SANG offer in North Weald Bassett.
- 3.37 The parties are engaging proactively to bring forward suitable proposals to fulfil the requirement for SANG which can be endorsed through the Masterplan process.



Allocation Residential



Allocation Commercial



Proposed Suitable Alternative Natural Green Space

Complimentary Network

3.38 Provision of other open space typologies will be master planned through the new development. This should be designed in a way to encourage use by both new and existing communities and be developed through the master planning process to ensure a balance of open space typologies across the wider area. Any approach should include improvements outside the site allocation boundary to develop the wider network. Some key spaces to consider will be:

- The development of the recreation ground to include high quality play and urban park facilities to become a focal point for new and existing communities.
- Consideration of broadening the food growing theme to outside of the allotment.
- Potential to develop existing basketball court and facilities for young people in existing play areas by the common.

Activation and interpretation projects to engage a wider range of people with the countryside

3.39 This will involve initiatives including sensitively integrated play, art and interpretation. Key opportunities that will be considered will include those identified landscape and heritage assets set out earlier in this section.

Green Infrastructure Delivery Schedule: District Wide

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2036	Notes	Baseline source
DW16	Open Space	Existing allotment sites to be upgraded to improve facilities and entrances	Desirable	EFDC	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of schemes		Dependent upon exact size and nature of schemes	Unknown		Unknown			Upgrades could include better parking provision, improved water supply, and better site security. Priorities for improvement include: better signage on all sites in Buckhurst Hill, Lime Avenue in Chigwell, Moreton Road in Ongar, and all sites in Nazeing and Roydon; improved security fencing and access at Tylers Green in North Weald Bassett; and better, more welcoming access at all sites in Waltham Abbey.	Open Space Strategy
DW17	Open Space	Upgrades to play areas where required, including: interventions to make them more welcoming; upgrades to rubberised safety surfacing in provision for children and young people; and more exciting and stimulating play equipment.	Desirable	EFDC	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of schemes		Dependent upon exact size and nature of schemes	Unknown		Unknown			Upgrades could involve informative signage and landscaping, including more tree planting to increase their attraction, enhance biodiversity, and provide shade.	Open Space Strategy
DW18	Open Space	Improving existing links through signage, physical upgrades etc. and extending the natural and semi-natural green space network	Desirable	EFDC	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of schemes		Dependent upon exact size and nature of schemes	Unknown		Unknown			Upgrades could include: enhanced linkages to existing walking and cycling routes; improved waymarking, including of rights of way and footpaths; and the linking of different greenspaces to connect open space, link settlements, and provide improved wildlife habitats.	Open Space Strategy
DW19	Open Space	Improvement of existing amenity open spaces to provide wider functionality.	Desirable	EFDC	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of schemes		Dependent upon exact size and nature of schemes	Unknown		Unknown			Improvements could take the form of additional seating, the provision of interpretive signage where there is local heritage and history or landscaping to promote biodiversity.	Consultation with Epping Forest District Council

Green Infrastructure Delivery Schedule: East of Harlow

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
EHA12	Open Space	Appropriate provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.40 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£367,130		£367,130	2021-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision. Indicative figures relate to the EFDC portion of the site only.	Modelled output, based on standards in Open Space Strategy
EHA13	Open Space	Appropriate provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.05 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£147,116		£147,116	2021-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision. Indicative figures relate to the EFDC portion of the site only.	Modelled output, based on standards in Open Space Strategy
EHA14	Open Space	Appropriate provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.44 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£101,972		£101,972	2021-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision. Indicative figures relate to the EFDC portion of the site only.	Modelled output, based on standards in Open Space Strategy
EHA15	Open Space	Appropriate provision of allotments in agreement with EFDC (likely to be around 0.35 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£7,997		£7,997	2021-2031					Where appropriate, development proposals will be required to provide allotments in accordance with the guidance contained in the Open Space Strategy. Indicative figures relate to the EFDC portion of the site only.	Modelled output, based on standards in Open Space Strategy
EHA16	Green Infrastructure	Compensatory Biodiversity Action Plan (BAP) habitat	Essential	Developer / EFDC / Natural England	Developer Funded	Unknown		Unknown	2021-2031					On-site compensatory habitat creation, in line with BAP priorities.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Latton Priory

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
LPR8	Open Space	Appropriate provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.97 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£516,605		£516,605	2021-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
LPR9	Open Space	Appropriate provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.48 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£207,363		£207,363	2021-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
LPR10	Open Space	Appropriate provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.62 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£143,688		£143,688	2021-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
LPR11	Open Space	Appropriate provision of allotments in agreement with EFDC (likely to be around 0.49 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£11,196		£11,196	2021-2033					Where appropriate, development proposals will be required to provide allotments in accordance with the guidance contained in the Open Space Strategy.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: Water Lane Area

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
WLA10	Open Space	Appropriate provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.88 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,017,476		£1,017,476	2021-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
WLA11	Open Space	Appropriate provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 2.91 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£407,720		£407,720	2021-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
WLA12	Open Space	Appropriate provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.21 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£280,424		£280,424	2021-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
WLA13	Open Space	Appropriate provision of allotments in agreement with EFDC (likely to be around 0.97 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£22,164		£22,164	2021-2033					Where appropriate, development proposals will be required to provide allotments in accordance with the guidance contained in the Open Space Strategy.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: Buckhurst Hill

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
BUC8	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 4.03 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,056,811		£1,056,811	2016-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
BUC9	Open Space	Additional provision of amenity greenspace (potentially to south of Buckhurst Hill) in line with Fields in Trust Standards and agreement with EFDC (likely to be around 6.97 ha).	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£976,567		£976,567	2016-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
BUC10	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 2.95 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£683,677		£683,677	2016-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
BUC11	Open Space	Consider rationalisation and release of surplus allotments	Desirable	EFDC	Grant Funding	Unknown		Unknown	Unknown	Unknown					Open Space Strategy
BUC12	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined. Per dwelling contribution still to be determined.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Chigwell

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
CHG13	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 4.31 ha).	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£603,874		£603,874	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
CHG14	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 12.20 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£3,199,279		£3,199,279	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
CHG15	Open Space	Enhanced maintenance, access and signage at High Meadow in Chigwell	Desirable	EFDC	Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	Unknown	Unknown					Open Space Strategy
CHG16	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.63 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£841,271		£841,271	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
CHG17	Open Space	Additional provision of allotments in agreement with EFDC (likely to be around 2.30 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£52,553		£52,553	2016-2033					Where appropriate, development proposals will be required to provide allotments in accordance with the guidance contained in the Open Space Strategy.	Open Space Strategy
CHG18	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Epping

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
EPP40	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 2.87 ha).	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£402,116		£402,116	2021-2033					Epping currently has sufficient amenity greenspace but will require additional greenspace later in the plan period. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
EPP41	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 13.12 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£3,440,536		£3,440,536	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
EPP42	Open Space	Enhanced signage, access and seating at Lower Swaines in Epping	Desirable	EFDC	Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	Unknown	Unknown					Open Space Strategy
EPP43	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.78 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£876,034		£876,034	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy

IDP Part B - Green Infrastructure Delivery Schedule

EPP44	Open Space	Re-provision of LEAP at Lower Swaines in Epping	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£29,400		£29,400	2016-2033			Open Space Strategy; Epping Town Council
EPP45	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented	Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC
EPP46	Open Space	Recreation for young teenagers, improvement and expansion to the skateboard area and pavilion at Stonards Hill	Desirable	ECC / Developers	Developer Contributions (S106) / Grant Funding	Unknown		Unknown	Unknown	Unknown		Epping Town Council

Green Infrastructure Delivery Schedule: Fyfield

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
FYF4	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.05 ha).	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£7,006		£7,006	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
FYF5	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.07 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£18,357		£18,357	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
FYF6	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.02 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£4,635		£4,635	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: High Ongar

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
HON4	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.10 ha).	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£14,011		£14,011	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
HON5	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.14 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£36,713		£36,713	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
HON6	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.04 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£9,270		£9,270	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: Loughton

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
LOU25	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 28.80 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£7,552,397		£7,552,397	2016-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
LOU26	Open Space	Upgrading of Roding Valley Recreation Ground	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2031					Upgrades required to fulfil Ground's role as a public park for Buckhurst Hill and to meet future demand arising from Loughton.	Open Space Strategy
LOU27	Open Space	Enhanced signage at the seven natural and semi-natural greenspace sites in Loughton (Roding Valley Meadows; Home Mead; Willingale Road Nature Area; Borders Lane, Loughton; Debden Road; Area adjacent Roding Valley Meadows; Woodland, Theydon Bois)	Desirable	EFDC	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	Unknown	Unknown					Open Space Strategy
LOU28	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 8.66 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£2,006,998		£2,006,998	2016-2031					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
LOU29	Open Space	Improved play areas at Roding Valley Recreation Ground (in line with creating multifunctional parks and garden provision)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2031						Open Space Strategy
LOU30	Open Space	Potential upgrading of Westall Road and Rectory Road children's play facilities	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2031						Open Space Strategy

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
LOU31	Open Space	New cemetery	Desirable	EFDC / ECC / Developers / Religious bodies	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2031						Open Space Strategy
LOU32	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Lower Nazeing

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
LNA7	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.73 ha, assuming equal share between Roydon and Nazeing)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£978,140		£978,140	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
LNA8	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 2.24 ha, assuming equal share between Roydon and Nazeing), in the centre of Nazeing	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£313,846		£313,846	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
LNA9	Open Space	Additional provision for children and young people	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
LNA10	Open Space	Potential upgrading of Pound Close, Nazeing Common and Elizabeth Close children's play facilities	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2026						Open Space Strategy

Green Infrastructure Delivery Schedule: Lower Sheering

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
LSH3	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.06 ha).	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£8,407		£8,407	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
LSH4	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.07 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£18,357		£18,357	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
LSH5	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.02 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£4,635		£4,635	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: North Weald Bassett

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
NWB11	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 6.44 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,688,800		£1,688,800	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
NWB12	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.29 ha).	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£460,962		£460,962	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
NWB13	Open Space	Enhanced entrance signage at the Bassett Road N, Bassett Road E, and Bassett Road sites in North Weald Bassett	Desirable	EFDC	Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	Unknown	Unknown					Open Space Strategy
NWB14	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.93 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£447,287		£447,287	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
NWB15	Open Space	Potential upgrading of the LAP at School Green Lane in North Weald Bassett	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2033						Open Space Strategy
NWB16	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Ongar

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
ONG11	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.80 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£252,198		£252,198	2021-2026					Ongar currently has sufficient amenity greenspace but will require additional greenspace later in the plan period. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ONG12	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 6.40 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,678,310		£1,678,310	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ONG13	Open Space	Additional provision of natural and semi-natural greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.81 ha).	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£190,691		£190,691	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ONG14	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.99 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£461,192		£461,192	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ONG15	Open Space	Upgrading of LEAP at Greensted Road in Ongar	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£29,400		£29,400	2016-2026						Open Space Strategy

IDP Part B - Green Infrastructure Delivery Schedule

ONG16	Open Space	Existing play areas expanded at Shelley, High Street and Elizabeth II recreation field	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Unknown		Unknown	Unknown	Unknown	This could be one approach to meet the newly arising demand for children's play (see ONG14).	Ongar Town Council Proforma response
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Green Infrastructure Delivery Schedule: Roydon

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
ROY5	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 2.24 ha, assuming equal share between Roydon and Nazeing)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£313,846		£313,846	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ROY6	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 3.73 ha, assuming equal share between Roydon and Nazeing)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£978,140		£978,140	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ROY7	Open Space	Additional provision for children and young people	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
ROY8	Open Space	Potential upgrading of Roydon Playing Fields Playground	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of scheme		Dependent upon exact size and nature of scheme	2016-2026						Open Space Strategy

Green Infrastructure Delivery Schedule: Sheering

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
SHE3	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.18 ha).	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£25,220		£25,220	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
SHE4	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.24 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£62,937		£62,937	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
SHE5	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.08 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£18,540		£18,540	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: Stapleford Abbots

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
STA4	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.14 ha).	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£19,615		£19,615	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
STA5	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.19 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£49,825		£49,825	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
STA6	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.06 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£13,905		£13,905	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy

Green Infrastructure Delivery Schedule: Theydon Bois

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
THB9	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 4.10 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,075,168		£1,075,168	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
THB10	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 1.20 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£278,106		£278,106	2016-2026					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
THB11	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Thornwood

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
TH04	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.32 ha).	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£44,835		£44,835	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
TH05	Open Space	Additional provision of public parks and gardens, which could take the form of a public park, in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.42 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£110,139		£110,139	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
TH06	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 0.13 ha)	Desirable	EFDC/Developers	Developer Contributions (S106) / Grant Funding	£30,128		£30,128	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Modelled output, based on standards in Open Space Strategy
TH07	Open Space	Additional provision of allotments in agreement with EFDC (likely to be around 0.11 ha)	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£2,513		£2,513	2016-2026					Newly arising need only. Where appropriate, development proposals will be required to provide allotments in accordance with the guidance contained in the Open Space Strategy.	Modelled output, based on standards in Open Space Strategy
TH08	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC

Green Infrastructure Delivery Schedule: Waltham Abbey

Ref	Infrastructure Type	Intervention	Priority	Delivery Partners	Potential Funding Source	Cost	Identified Funding	Funding Gap	Delivery Phasing	2016-2021	2021-2026	2026-2031	2031-2033	Notes	Baseline source
WAB22	Open Space	Additional provision of public parks and gardens in line with Fields in Trust Standards and agreement with EFDC (likely to be around 10.45 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£2,740,366		£2,740,366	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
WAB23	Open Space	Additional provision of amenity greenspace in line with Fields in Trust Standards and agreement with EFDC (likely to be around 9.88 ha).	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,384,287		£1,384,287	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
WAB24	Open Space	Potential upgrading of Town Mead and Honey Lane children's play facilities	Desirable	EFDC / Developers	Developer Contributions (S106) / Grant Funding	Dependent upon exact size and nature of schemes		Dependent upon exact size and nature of schemes	2016-2033						Open Space Strategy
WAB25	Open Space	Additional provision for children and young people in line with Fields in Trust Standards and agreement with EFDC (likely to be around 5.38 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£1,246,842		£1,246,842	2016-2033					Where appropriate, development proposals will be required to provide open space in accordance with the guidance contained in the Open Space Strategy. Nationally adopted standards will be used as a starting point for provision.	Open Space Strategy
WAB26	Open Space	Additional provision of allotments in agreement with EFDC (likely to be around 2.90 ha)	Essential	EFDC / Developers	Developer Contributions (S106) / Grant Funding	£66,262		£66,262	2016-2033					Where appropriate, development proposals will be required to provide allotments in accordance with the guidance contained in the Open Space Strategy.	Open Space Strategy
WAB27	Open Space	Contribution to access management and monitoring of visitors to the Epping Forest Special Area of Conservation (SAC)	Essential	Epping Forest Conservators / City of London Corporation / EFDC / Developers	Developer Contributions (S106)	Variable		Variable	2016-2033	As development is consented				Financial contributions should be made in accordance with Visitor Survey Information which demonstrates this is needed. Per dwelling contribution still to be determined.	Consultation with EFDC

Report to the Cabinet

Report reference: C-036-2019/20

Date of meeting: 26 March 2020



**Epping Forest
District Council**

Portfolio: Strategic Projects – Cllr Lion

Subject: Christmas/New Year Arrangements

Responsible Officer: Paula Maginnis (01992 564536)

Democratic Services: Adrian Hendry (01992 56 4246)

Recommendations/Decisions Required:

- (1) To agree the Leadership Team's recommendation to continue the current Christmas/New Year arrangements for 2020 - 2022, in accordance with the Schedule at appendix 1.**
- (2) That, subject to recommendation (1), a review of service provision across the Council is undertaken in 2021.**

Executive Summary:

For the past 18 years the Council has closed a number of Council buildings during the Christmas and New Year period. The closure of buildings is facilitated by fixing the 2 statutory days, account for the bank holidays and, where necessary, the Council giving an additional day(s).

However, Council services continue to be provided during this period using a range of methods for our residents to contact us. The Council operates a website whereby our residents can access a range of information, they can request and pay for services and they can report issues within the district. In addition, an out-of-hours service is in place so that residents can speak to a individual to report an emergency issue. Outside of the Public/Bank Holidays our waste team is at work as are our Scheme Managers and North Weald Airfield (NWA).

Consultation has taken place with Service Managers and Leadership Team about the impact of these Christmas/New Year arrangements on service provision to determine whether this has a detrimental impact on service users. Service Managers, supported by the Leadership Team, were of the view that because of the continuing lower demand for services over this period, the most efficient way to meet this demand is by signposting the public to services rather than opening the Council offices. All essential services are covered either by the out of hours contact centre or specific staff on call over the period. Leadership Team support the continuation of the arrangements for the next 2 years.

It is noted that the refurbishment of the main Civic Offices will have just completed in December 2020, During 2021 there are likely to be additional services provided from this building and it is proposed that a review takes place, (informed by Customer Survey, to be carried out in the coming months), to assess customer requirements regarding service provision including opening times throughout the year, including the Christmas/New Year period.

Reasons for Proposed Decision:

There are a range of ways our residents can access Council services which do not require our buildings to be open; including our Website (for Council messages/information, reporting issues, payments, applications for services etc), our out of hours contact centre, and customer telephone messages.

Previous consultation with employees showed that 97% of respondents wished the arrangements for the Council over the Christmas/New Year period continued. The report recognises the strong support of staff and Leadership Team regarding the current arrangements for the Christmas/New Year period.

Other Options for Action:

The Cabinet could substitute other arrangements or decide not to continue with the current arrangements.

Report

Background

1. Since 2002 the Council has closed Council buildings over the Christmas and New Year period. The current arrangements make use of the 2 statutory days, bank holidays and, when necessary, 'special leave' days to facilitate the building closure.
2. Employees are entitled to 2 statutory days each year which with the agreement of both the Council and staff have been fixed at Christmas/New Year to facilitate the closure of offices (as opposed to having it in their leave to take at any time). Members have previously agreed that additional 'special leave day(s)' would be given to facilitate the arrangements.
3. Furthermore, Leadership Team recognised that as the Council adopts flexible working practices and maximises the use of technology (both for staff and the public), access to Council services will continue to evolve over the coming years.

Customer

4. Leadership Team support the continuation of the arrangements on the following basis;
 - Arrangements with a contractor for out of hours cover allow the Council to continue to be contactable over a range of frontline services during this period (this was previously Mears, a new provider will be procured in 2020);
 - Experience has demonstrated that effective on-call arrangements are able to be put in place over the Christmas/New Year period covering a range of services, Neighbourhoods, Homelessness, flood/drainage etc
 - Electronic services operated by the Council are available, including on-line payments, reporting issues and information;
 - Cover arrangements for monitoring social media enquiries and for updating the website remotely have been working successfully for a number of years.
 - It is preferable to have staff absent at this much less busy time of the year, than at other times when greater public contact is required
5. From previous reports members will be aware that there are a number of services available to the public during this period and previously the Mears Contact Centre took out-of-hours calls on behalf of the Council, both for routine housing repairs calls and general emergency calls to the

switchboard number. A new contractor will be in place once the Mears contract comes to an end later this year.

6. During the Christmas/New Year period 2019/20, from the afternoon of the 24 December to 1 January 2020 (inclusive) the Council had a total of 168 calls 90% of these were for housing repairs issues which were managed through the out of hours arrangements already in place and our own staff. The other 10% of calls reported ranged from noise complaints, homelessness and highways.
7. Only 1% of employees (5 comments) reported in the 2018 survey that they had received an adverse comment from the public. Two of these respondents did not wish the arrangements to continue.
8. Of the respondents to the public consultation in 2014, 99.8% said they had not been inconvenienced by not being able to access a Council service during this period.
9. Members have been clear with officers that a range of services should be contactable during this period as follows;
 - Housing Repairs
 - Housing Options
 - Waste, recycling and other environmental services
 - Benefits/Council Tax/Rent
10. It is worth noting that the Council's website and telephone messages signpost the public to report environmental issues on-line and to call our out of hours contact centre for routine housing repairs and for all emergencies. The website can be used by the public for on-line reporting, payments and information for Council Tax and Benefits.
11. One observation following Christmas/New Year 2019/20 is that it would be helpful to have a named senior lead officer nominated for every day from Christmas Eve to the first normal working day who would coordinate Cabinet member requests and concerns and/or certain emergency support. This would also improve the Council's Business Continuity arrangements during this period.
12. Our residents will be consulted on the future of our Customer Strategy and our service provision throughout the year including weekends and the Christmas/New Year period, which will inform our future arrangements

Staff

13. Leadership Team support the continuation of the arrangements on the following basis;
 - Very strong support expressed in a previous staff survey and the positive effect on staff morale;
 - Staff are currently dealing with a significant amount of change and the wish is that staff continue to be engaged with this, maintaining the momentum.
 - Structural works are to begin at the Civic Offices in the summer of 2020 and the disruption to employees will be substantial. It is therefore important to staff morale that the arrangements continue.
 - Many private and public organisations the Council deals with are closed over the Christmas/New Year period
 - There are wellbeing benefits of ensuring that staff have an uninterrupted Christmas break.
14. The proposed schedule is attached at Appendix 1.

Service Provision Review

15. Following the refurbishment of the main Civic Offices building it is intended to have additional services provided from the building. These plans along with the outcome of this year's customer survey will provide data for a Council wide service provision review. The review will look at proposals for week and weekend opening times and the working arrangements over the Christmas and New Year period.

Consultation

16. Consultation took place with staff in 2003, 2006, 2013, 2018 and a short survey was distributed to Service Managers in 2020. In 2013, 395 employees responded to the survey and 94% wished the arrangements to continue. In 2018, 525 employees responded and 97% would like the arrangements to continue – representing an increased response rate and an even greater level of support. The results of the 2020 consultation with Service Managers is attached at Appendix 2.

Resource Implications:

There are no additional resource implications to the Council.

Legal and Governance Implications:

Statutory, emergency and critical services will be available to our residents, via call-out and out of hour arrangements and the Council's website.

Safer, Cleaner and Greener Implications:

N/A

Consultation Undertaken:

Consultation has been undertaken with Service Managers and the Leadership Team. Previously consultation has been carried out with employees, residents and members.

Background Papers:

None

Risk Management:

The Council is not closed during this period and the public can still access a range of services, emergency or otherwise. Scheme Managers make visits to residents over this period, North Weald Airfield is open on the non-Bank Holidays. In addition, the Waste Management Officers provide a regular service on the non-Bank Holidays.

Out-of-hours calls to the main switchboard number are answered by Mears, with the majority of calls being for housing repairs. Arrangements are in place to call out Council staff and/or contractors to deal with issues if required.

During 2020 a new out-of-hours contract will be procured, to start following the end of the current contract.

Equality Impact Assessment

As attached

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Equality Impact Assessment

Section 1: Identifying details	
Your function, service area and team:	Business Services – People
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:	Christmas/New Year Arrangements
Officer completing the EqIA: pmaginnis@eppingforestdc.gov.uk	Paula Maginnis: Ext: 4536 Email:
Date of completing the assessment:	6 March 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?</p> <p>Request to continue current arrangements</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>Agree staff working arrangements for the Christmas/New Year periods 2020 – 2023</p> <p>What outcome(s) are you hoping to achieve (i.e. decommissioning or commissioning a service)?</p> <p>To continue current arrangements that have been in place since 2002</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>The arrangements facilitate the closure of Council buildings in the District but not the suspension of services, payments, information, applications will continue to be available via the Council’s website which functions 24/7</p> <p>The out of hours service will cover calls made by the public to the Council and actioned appropriately.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>Yes, the Council’s out-of-hours service will take the Council’s during this time making contact with officers as appropriate.</p> <p>It may have an impact on partner organisations and service providers. However, staff ensure that information is provided in advance of the Council office closures.</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No</p>
2.5	<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>It could support the People and Accommodation Projects.</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	<p>What does the information tell you about those groups identified?</p> <p>All residents wishing to contact the Council will be affected, but will have access to an out-of-hours service and website to still be able to carryout a range of activity i.e. apply/report/pay/book for it</p> <p>An employee survey was recently completed (June 2018) the results showed 97% of respondents supported the arrangements.</p>
3.2	<p>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?</p> <p>Consultation was carried out in 2014 with our residents which concluded that 99.8% were not inconvenienced by not having access to Council buildings during this period.</p> <p>Only 1% of employees (who responded to the 2018 survey) received adverse feedback from residents (5 comments).</p>
3.3	<p>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:</p> <p>Customer Services will be undertaking a survey with residents which will include service provision throughout the year, including evenings, weekends, bank holidays and the Christmas/New Year period.</p>

Section 4: Impact of policy or decision

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

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

Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA 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

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

Section 7: Sign off

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

Signature of Head of Service: P Maginnis

Date: 06.03.2020

Signature of person completing the EqIA: P Maginnis

Date: 06.03.2020

PROPOSED SCHEDULE OF CHRISTMAS AND NEW YEAR LEAVE ARRANGEMENTS: 2020 - 2022

	Thurs	Fri	Sat	Sun	Mon	Tues	Weds	Thurs	Fri	Sat	Sun	Mon
2020/2021	24th	25th	26th	27th	28th	29th	30th	31st	1st	2nd	3rd	4th
	Christmas Eve Close at Noon	Bank Holiday Christmas Day	Boxing Day	Weekend	Public Holiday Substitute Boxing Day	Statutory Day	Statutory Day	Special Leave Day	Bank Holiday New Year's Day	Weekend	Weekend	Normal Working Day
	Fri	Sat	Sun	Mon	Tues	Weds	Thurs	Fri	Sat	Sun	Mon	Tues
2021/2022	24th	25th	26th	27th	28th	29th	30th	31st	1st	2nd	3rd	4th
	Christmas Eve Close at Noon	Christmas Day	Boxing Day	Public Holiday Substitute Christmas Day	Public Holiday Substitute Boxing Day	Statutory Day	Statutory Day	Special Leave Day	New Year's Day	Weekend	Public Holiday Substitute New Year's Day	Normal Working Day

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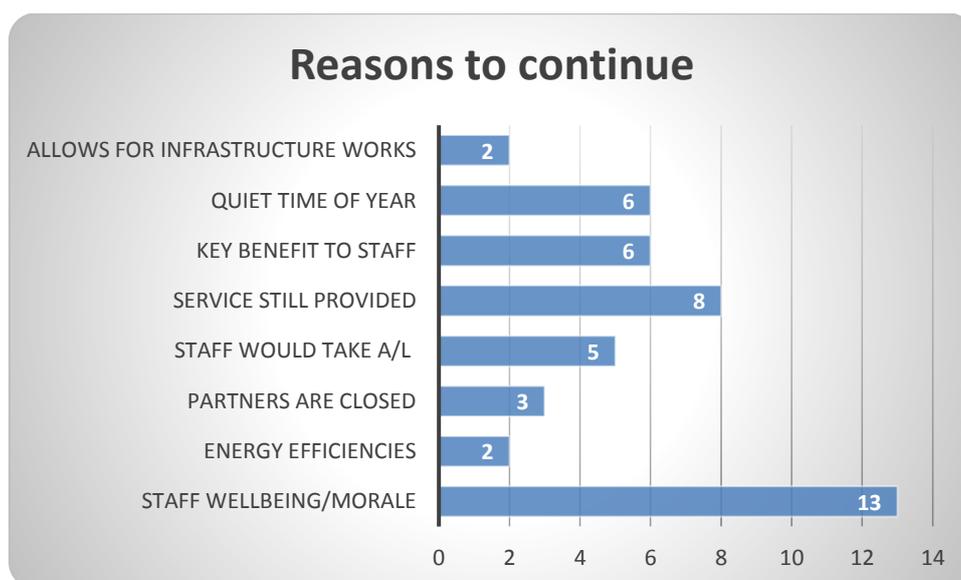
Consultation

There has been a large amount of consultation on this issue in the past, the arrangements have been in effect for 18 years, all of which has overwhelmingly supported them. However, to check current views, a very brief survey was distributed to Service Managers on the 9th January 2020, asking four basic questions:

1. Do you believe that the Christmas closure should continue?
2. If Yes, please give no more than three reasons as to why?
3. Have you had negative feedback from customers? If so, provide details
4. Do you believe the closure has a negative impact on service delivery?

Service Managers were given a short turnaround deadline for responses, (4 working days) and there was an 88% response rate. All responses were resoundingly in support to continue the current arrangements over this period. The responses were as follows:

1. Do you believe that the Christmas closure should continue? **Yes – 100%**
2. If Yes, please give no more than three reasons as to why? **See table below**
3. Have you had negative feedback from customers? If so, provide details **No – 100%**
4. Do you believe the closure has a negative impact on service delivery? **No – 100%**



As you can see the key message from Service Managers for the Christmas/New Year arrangements is that they support employee wellbeing and morale and as we continue to go through change, this benefit is seen as a motivational and support tool for employees.

The arrangements are considered an attraction mechanism for new employees, particularly those from the private sector, where we cannot offer competitive salaries.

The key message for members and our customers is that the Council is not closed. All key and statutory services are still provided, and some employees still keep an eye on their mailboxes to ensure that any issues requiring immediate action are attended to.

Some commented that as partner offices/agencies/contractors were not working over this period there would be very little productivity for some teams and by not opening the offices during this period energy efficiencies could be gained.

If the arrangements are not continued, there is likely to be loss of morale, staff wellbeing will be affected, employees will have more leave to take at busier times of the year, issues may arise in teams over who may or may not take annual leave over the Christmas period.

Report to the Cabinet

Report reference: C-040-2019/20
Date of meeting: 26 March 2020



Portfolio: Leader

Subject: Community Interest Company

Responsible Officer: S Jevans (01992 564229).

Democratic Services: A Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) That Cabinet approve the set up of Qualis Community Interest Company in line with the following principles:**
 - a) To improve the economic, social and general wellbeing of the public through a sustainable approach to providing public infrastructure and services.**
 - b) To operate in the Epping Forest District Council area, adjacent authorities and broader East of England initiatives (with partners).**
 - c) For each defined project to set up a representative steering group that will make recommendations to the Qualis Community Interest Board (effectively the Qualis Group Board).**
 - d) Activity of the community interest company will be reported to the Council on a quarterly and annual basis in line with the proposals for the other Qualis group companies.**

Executive Summary:

The formation of the Qualis group of companies required the setup of Qualis Community Interest Company (CIC). A CIC will be registered as a Company Limited by shares and will need to describe the community or section of the community that the company's activities will benefit. This information will enable the regulator to decide the company's eligibility for CIC status.

The existence of such a company was deemed to allow public realm and public services to be delivered in a flexible way whilst being attentive to local need and being a useful vehicle for potential future schemes where community support was essential, e.g. solar farms and water management measures. The formation of such a company would also offer appropriate financial and tax flexibility.

In addition, the existence of a community interest company with the support of the Qualis Group but locally focused would allow it to immediately play a role in the Harlow and Gilston Garden Town Project. In addition, some of the Epping Town Centre sites and other potential developments across the district may have areas of public realm or community assets that would benefit from being operated through the Qualis community interest company.

Report

CICs were first established in the UK in 2005. Since then they have grown considerably both in number and in the diversity of the activities they undertake. The CIC legal structure supports a wide range of activities, they range from very small local projects to multi – million-pound health services covering many industry sectors.

CICs are limited companies which must operate to provide a benefit to the community however they are not strictly 'not for profit' as they can deliver a return to the investor. The primary purpose however is one of community benefit and not 'profit'. If an activity does generate a profit, then it can be used to reinvest in support services that are to the benefit of the community.

A CIC is regulated and will be required to submit an annual statement detailing the activities undertaken and how these have benefited the community. The creation of a CIC has several legal implications; the most important of these is the 'asset lock'. This is designed to ensure that the assets of the CIC (including any profits or other surpluses generated by its activities) are used for the benefit of the community.

The principal legislation governing CICs is covered under the Companies Act 2006, the Companies (Audit, investigations and Community Enterprise) Act 2004, and the Community Interest Company Regulations 2005.

Overview

CICs are a new type of limited company for organisations wishing to establish businesses which trade with social purpose, or to carry on other activities for the benefit of the community. The CIC will sit well with the other Qualis Limited Companies and provide a useful form for holding assets such as community halls and facilities, as well as trading in a conventional sense through the provision of goods and services.

Although a CIC is not a charity a CIC could be established in such a way that it could pass some or all some of its profits to its charity (if set up) to finance the charitable activities.

CICs must operate the following:

They are subject to an 'asset lock' which ensures that assets are retained within the company to

support its activities or otherwise used to benefit the community. As such CICs may not:

- transfer assets at less than full market value unless the transfer falls within a narrow range of permitted transfers such as to another asset locked body or for the benefit of the community.
- If the company constitution allows for the payment of dividends these will be subject to a cap that limits the amount of dividend payable. The cap applies to interest payments on loans where the rate of interest is linked to the CICs performance.
- On dissolution of a CIC any surplus assets must be transferred to another asset locked body once all liabilities have been met.

For Qualis Communities Ltd to register as a CIC it must adopt a suitable constitution in the form of Articles that comply with the CIC Regulations 2005 and meet the 'community interest test' to demonstrate to the regulator that the activities will be carried on for the benefit of the community.

A CIC is subject to regulation and will need to comply with the obligations. The CIC will operate in the same way that the other Qualis companies limited by shares; for example - the ability to enter into contracts and own assets in the company name; and flexibility in borrowing and fund raising. The separate legal entity means a CIC will continue to exist despite a change in ownership or management.

The CIC will produce accounts and annual returns in the same way that the Qualis Group of companies operates, and it is hoped that Qualis Communities Ltd will be established as a brand company that residents recognise, trust and whose social purpose is understood.

Steering Group

It is proposed that a representative Steering Group be established as each project is established. This will ensure that there is adequate local engagement inputting into the planning and development of each project. The details of these groups and how they operate will be developed in the set-up stage once the company has been registered and the first community benefit activity identified.

Reasons for Proposed Decision:

It is important that the Council take an active role in the social and community benefits for its residents and this approach will enable a company structure to achieve significant long-term advantages. The governance that sits around the existing Qualis Group of companies will provide the skills and experience to manage this new company.

Other Options for Action

Not proceeding with the set up of this company within the existing structure will mean that the Council potentially lose the community interest opportunities within Harlow and Gilston Garden Town. In the same way there will be many opportunities for the Council to create community benefit on existing council owned sites, for example the St John's Road development.

Resource Implications:

The total Qualis Group Board costs (including the Interim Board) are contained within the Council budget 20/21 and medium-Term Financial Strategy. The set-up costs of the proposed community interest company would be contained within the budget for the Group. The skills, staff and board already exist for the other companies.

Legal and Governance Implications:

All governance documents will be in place to enable the setup, registration and operational trading of the company and will be reviewed by the Council Monitoring Officer.

Safer, Cleaner and Greener Implications:

Any construction through the development company will meet standards and requirements of the local plan. The CIC will adopt the sustainability principles set out in the Local Plan and consider implications for each project undertaken.

Consultation Undertaken:

.
A stakeholder representative Steering Group will be established for each project as these are identified and commissioned. These groups will set the terms of reference for wider public consultation.

Background Papers:

None

Risk Management:

The Qualis Group Board will establish a framework for risk management across all the companies. A risk and Audit committee will be set up.

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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: Chief Executive Office

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:

Title of policy or decision: Group Company Structure

Officer completing the EqlA: Tel: Email: sjevans@eppingforestdc.gov.uk

Date of completing the assessment: 19/03/2020

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? New Decision
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>To approve a new group company structure that will enable the development of new homes that will generate long term benefit to the Council. To establish a Service Company to deliver the councils repairs and maintenance service.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>Delivering services through a new company structure.</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>Employees</p> <p>Will the policy or decision influence how organisations operate?</p> <p>No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>The decision for set up is covered in the existing working capital loan to the company.</p>
2.5	<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>The decision is in line with the Council Asset Management Strategy</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	<p>What does the information tell you about those groups identified?</p> <p>Information in the local plan identifies the needs for new housing and amenities in the district. The CIC will complement the community benefit aspects.</p>
3.2	<p>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?</p> <p>Consultation for each project will be led through a stakeholder steering group.</p>
3.3	<p>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:</p> <p>The project activity has not commenced the decision is for the continued set-up of the company structure only at this stage. Consultation will occur when the projects are identified.</p>

Section 4: Impact of policy or decision

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

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 EqlA 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

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:

Date:

Signature of person completing the EqIA: S Jevans

Date: 18/06/2019

Advice

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

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Report to the Cabinet

Report reference: C-041-2019/20
Date of meeting: 25 March 2020



Portfolio: Leader

Subject: Council Owned Sites – Sale of Assets to Qualis Commercial

Responsible Officer: S Jevans (01992 564229).

Democratic Services: A Hendry (01992 564246).

Recommendations/Decisions Required:

- (1) That Cabinet approve the following recommendations in respect of the sale of assets to support the business case and that asset purchases are made by the 30th April 2020:
 - a) That EFDC sells to Qualis Commercial the identified properties on a ‘best value’ basis based on existing use values. The following assets to be sold:
 - St John’s – £5,400,000
 - Bakers Lane Car Park – £2,348,000
 - Cottis Lane Car Park – £3,737,000
 - Condor Building (Civic Centre) – £3,100, 000
 - Hemnell Street (Epping Sports Centre) – £2,550,000
 - Round Hills - £3,060,000
 - b) That a loan is granted to Qualis Group, to be cascaded to Qualis Commercial to allow these purchases to be made. The loan is to be £22m on a single draw down facility over a 30-year principal and interest basis.
 - c) That a revision clause is put into the sale contract allowing all properties to return to EFDC at the value sold unless they are developed within five years.
- (2) That Cabinet approve the following recommendations in respect of granting a development and construction loan in support of the business case and that the decision on making these loans is dependent upon the satisfactory site business cases by 30th September 2020:
 - a) That EFDC provides to Qualis Group a development loan to be cascaded to Qualis Commercial. The terms of the loan will be a total of £63m with 50% to be drawn down on 30th September 2020 and 50% to be drawn down on 31st March 2021 on a 30-year equal principal and interest basis.
- (3) That Cabinet should specifically note that the recommendation (1) and (2) above are made in respect of:

- a) **That the provision of a leisure centre at St John's although certain requires further specification and agreement reflecting the ownership, capital and ongoing operational arrangements before the development commences.**
- b) **That the re-provision of the Town Council on the St Johns site may require a net subsidy of £1m (after costs less development return) and is still to be approved.**
- c) **The indicative project timelines are set out in section 10 of this report.**
- d) **A separate Community Interest company is established to include elements of the public realm and community benefit assets. A separate Cabinet paper will require decision for this set up.**
- e) **All recommendations are fully in accordance with the values set out and approved in the 2020/21 budget.**

Executive Summary:

The Council has established the new Group of companies including the development company known as Qualis Commercial. This company has been working on the business plan and development appraisals for the sites that are being proposed for asset sale from EFDC into Qualis Commercial. It should be noted that the business case has been put together from the perspective of Qualis Commercial as a development company. At this pre-planning stage the business case returns an indicative target developer return of 15%. The business case has also examined all major risks and sensitivities and under these circumstances the development is still considered financially worthwhile with contingencies being built in to reflect uncertainties.

The Cabinet should also note that whilst any land transaction will be between EFDC and Qualis Commercial to reduce transaction costs, the loans will be between EFDC and Qualis Group who will then cascade these resources as needed to Qualis Commercial. This loan cascade will purposefully allow EFDC to advance funding to Qualis with long term certainty around returns but will also allow individual companies in the Qualis Group to draw and repay monies within the Group (in line with normal commercial practice).

The Qualis Commercial business plan sets out:

1. The purpose and context for Qualis Commercial
2. The business plan objectives
3. Funding arrangements
4. Procurement
5. Development appraisals and sensitivity analysis for the following sites; St John's, Cottis Lane car park, Bakers Lane car park, Epping Leisure Centre – Hemnell Street, land at the Civic Officers – Condor building, and Roundhills Site Waltham Abbey
6. Future Projects – the potential for North Weald Airfield
7. The business plan cashflow
8. Market research

On the 6th February 2020 the Cabinet approved the establishment of the interim Qualis Group Board. Assuming the transfer of sites into Qualis Commercial the Group Board will oversee the detailed work required to develop each site into a full

business case. Following the transfer of the sites to Qualis Commercial the Qualis Group Board will oversee the development of full business cases on a site by site basis as designs are developed during the pre-application process. This will require the appointment of the design team and a commitment to further costs associated with detailed architectural design work required to develop the full business case ready for submission to planning.

Report

1. Qualis Commercial has been established to maximise the potential financial returns and social returns of sites owned by EFDC. The creation of Qualis Commercial and the other Qualis companies ensure that EFDC has the structures and governance in place to undertake property development at appropriate scale to meet the ambition and challenge set by EFDC.

2. Qualis Commercial's purpose will be to deliver profitable property developments by a variety of means including the delivery of private sector development on land owned by EFDC and land which can be acquired from the public and private sector for the purposes of direct development. By developing on land owned by EFDC, Qualis Commercial will avoid the situation where land is sold to the private sector generating only a "one-off" capital receipt to EFDC. The business case for Qualis Commercial is attached as a background paper.

Planning Process

3. The process of pre application planning between Qualis Commercial and EFDC planning authority has commenced. It has been agreed to pursue a two-phase Planning Performance Agreement (PPA) for the five Epping Town Centre sites proposed for allocation in the Local Plan Submission Version. PPA's are a project management framework and timetable, which includes Key Milestones for progressing and delivering development of each site by identifying the level of resources and actions required and ensure that all planning issues are properly considered and resolved at the earliest possible stage. Whilst they are not legally binding contracts, they provide a project management tool facilitating co-operation, trust and effective communication between the developer and the decision maker, with the aim of delivering high quality development and ensure prompt, clear and robust decision making.

4. The first phase PPA seeks to agree a strategic approach for the five town centre sites to ensure that the objectives and balance of uses and housing mix across the whole is understood. This includes developing a site strategy – Design and Quality brief. The full report from the Planning department is attached as a background paper.

Sustainability Objectives

5. The Design and Quality brief will seek to achieve the following sustainability objectives:

- Qualis will seek to design buildings in such a way to minimise material waste and avoid construction activities that have a negative environmental impact.
- Incorporate features which enable buildings to be flexible in use and layout with scope for future enhancement to extend the useful life of a building.

- Qualis will endeavour to eliminate sources and causes of pollution from our designs and promote the use of renewable energy sources and low/zero carbon technologies in place of fossil fuel sources to limit the waste of energy
- Consider solar gain through site layout and building design to assist with daylight and thermal efficiency
- Promote the use of natural ventilation and systems that minimise potential impact on air quality
- Promote water conservation using rainwater harvesting, grey-water systems and low water use appliances
- Buildings will be designed to minimise the embodied energy in their construction method and material, and to reduce the operational energy they subsequently require
- Promote the use of recycled materials and the reuse of existing materials
- Use BREEAM and SAP assessment methods where appropriate
- Where applicable use specialist consultants and contractors to develop building solutions which minimise the impact on the environment
- Give consideration to alternative proposals/designs for the site, where appropriate
- Incorporate crime reducing features into the design where possible
- Promote the implementation of a sustainable travel plan (e.g. safe pedestrian access and movement, provision of on-site cycle facilities and accessibility to public transport)
- Buildings will be designed to make best use of local conditions through microclimate analysis on all sites
- Buildings will be designed to be thermal bridge free and consider air-tight building strategies
- Schemes will be designed with greening and planting to try and achieve a bio-diversity net gain

Design

6. In September 2019 Epping Forest District Council declared a Climate Emergency and pledged to do everything within the Council's power to make Epping Forest District Council area Carbon Neutral by 2030. Sustainability focuses on meeting the needs of the present without compromising the ability of future generations to meet their needs. A sustainability approach for developments needs to be considered holistically, encompassing environmental, social and economic sustainability measures and processes.

7. When responding to development opportunities on the five Epping Town Centre sites (and other sites), consistent with policy, it is necessary to respect the historic environment and designated and non-designated heritage assets. Therefore, all developments need to conserve and enhance the character, appearance and function of heritage assets and their settings and respect the significance of the historic environment. Consistent with the LPSV, sustainable construction is expected to meet the performance set by appropriate standards including, Passivhaus, Home Quality Mark and BREEAM UK New Construction standards. As such Qualis developments should give rise to minimal environmental impact with respect to energy use, water use, waste and transport as well as providing for green infrastructure and healthy environments for all users.

Socio-Economic Sustainability

8. Schemes will be designed to encourage and incorporate positive social value outcomes and encourage relationship networks that will benefit the owners, users and occupiers of any development

- Developments will understand who is affected by or affects the work that is being undertaken on the projects.
- All stakeholders in the community will be encouraged to take stewardship and ownership of any new development and encourage and ensure the local community have a greater influence over policies and decisions affecting their lives.
- Promote individuals and groups to take part in the projects improving the ability, and opportunity for individuals.
- Design to ensure there is the opportunity for developments to have flexibility in use and to have 'meanwhile' use during, and on completion of developments.
- Encourage healthy lifestyles and wellbeing.
- Encourage a sustainable and healthy economy.

Engagement

9. The Design and Quality brief will set out the suggested proposals for how engagement will be undertaken through the different planning stages. The final draft of this document is attached as a background paper.

Timelines

10. The table below shows the indicative timelines for the five Epping Town sites, Roundhills and the work on North Weald. It should be noted that these are guidelines and subject to change as the projects progress.

Project	Description	Stage of Review	Business Case submission date	Start on Site Target	Completion Target
St John's	Mixed Use	PPA	31 st March 2021	31 st March 2021	31 st March 2023
Bakers Lane	MSCP	PPA	31 st March 2020	31 st March 2021	29 th September 2022
Cottis Lane	Residential apartments for Private Market rent	PPA	31 st March 2020	29 th September 2022	29 th September 2024
Condor Building (Civic Centre)	Family Housing and apartments	High Level Review	24 th June 2020	24 th June 2021	24 th June 2022
Hemnell Street	Mixed tenure affordable	High Level Review	24 th June 2020	31 st March 2023	29 th September 2024
Round Hills	Mixed tenure family housing	High level review	24 th June 2020	31 st December 2020	24 th June 2022
North Weald Airfield	Workspace industrial	High Level Review	29 th September 2020	24 th June 2021	Phase 1 31 st December, complete 2027

Reasons for Proposed Decision:

The medium-term financial plan and the 2020/21 budget sets out the aspirations to develop these council owned sites through the development company Qualis Commercial. The transfer of land ownership as set out in the paper creates the opportunity to develop the sites in accordance with the EFDC vision, Asset Management Strategy and Medium-Term Financial strategy.

Other Options for Action:

Failure to transfer the land ownership of the sites set out in this paper will delay the projects and effect the ability to achieve the 2020/21 budget and medium-term financial strategy. The development of these sites is fundamental in achieving long term financial stability for the Council.

Resource Implications:

The total Qualis Group costs (including the Interim Board) are set out within the Council budget 2020/21.

Legal and Governance Implications:

All governance documents will be in place to enable the operational trading of Qualis Group and Qualis Commercial. The appropriate loan agreement and development agreements will be put in place in accordance with the agreed governance documents.

Safer, Cleaner and Greener Implications:

Any construction through the development company will meet standards and requirements of the local plan.

Consultation Undertaken:

All consultation will be undertaken as part of the planning process and is set out in the detailed report from the Local Planning Authority.

Background Papers:

Qualis Commercial Business Plan – Epping Town Sites
Design and Quality Brief
Report from Local Planning Authority

Risk Management:

The Qualis Group Board will establish a framework for risk management across all the companies. A risk and Audit committee will be set up which will scrutinise the full site business case in detail to ensure they meet the financial return assumptions as set out in the EFDC budget.

The risk and sensitivity analysis for each site is included in the Qualis Commercial business case and is attached as background papers.

Appendix 1 Report of the Local Planning Authority

Introduction

1. This report has been prepared by the Interim Assistant Director – Planning Policy and Implementation on behalf of the Local Planning Authority (LPA) and concerns the development of five Epping Town Centre sites proposed for allocation in the Epping Forest District Local Plan (2011-2033) Submission Version 2017 (LPSV), under Policy P 1 Epping (EPP.R4, EPP.R5, EPP.R6, EPP.R7 and EPP.R8 and associated site-specific policy requirements in Appendix 6).
2. The proposal to develop the five town centre sites is being promoted by Qualis Commercial Ltd (Qualis), the Council's wholly owned local development company.
3. In the circumstances, it is important to emphasise that Parliament has entrusted the LPA with primary responsibility for control over development within the District. Under the plan-led planning regime, the achievement of sustainable development requires a LPA to prepare and adopt a Local Plan which must include the strategic policies, designations, allocations, and development management policies to guide development over the Plan period of at least 15 years. The LPA is subject to a statutory duty to ensure the Local Plan is kept up to date to ensure its effectiveness as the strategic plan for the District. All planning decisions must be made in accordance with the development plan unless material considerations indicate otherwise.
4. In accordance with relevant statutory and regulatory requirements concerning the development of land owned by the Council, or in respect of which the Council has a legal and/or beneficial interest, it is essential that the LPA maintains an 'arms-length' relationship with Qualis at all times, just as the LPA would for any site promoter. It is for this reason that a separate addendum report is being prepared by the LPA.
5. Recognised good practice requires a strict separation of the functions and responsibilities of the Council as landowner and LPA, respectively. To that end, appropriate organisational and governance arrangements are being established and will be maintained to ensure that all decisions relating to the development of the five Epping Town Centre sites by Qualis are taken by the LPA in a transparent and lawful manner. Specifically, officers within the Council's Planning Service (including the Planning Policy, Implementation, and Development Management teams), or the external advisors retained by the LPA, must not be involved with, or responsible for, any aspect of the Council's management of the five town centre sites, or the promotion of the development proposals by the Council as landowner and/or Qualis.

6. The Council must adhere to strict legal requirements and take all reasonable steps to ensure the integrity of plan-making and decision-taking in the District. Failing to do so undermines confidence in the plan-led system and is contrary to the public interest.
7. Notwithstanding the Council's proposed transfer of the five town centre sites to Qualis, section 316 of the Town and Country Planning Act 1990, as amended ("the 1990 Act"), concerning 'land of interested planning authorities and development by them', requires such applications to be determined by the LPA, subject to specific procedural rules prescribed in Town and Country Planning General Regulations 1992, as amended, ("the 1992 Regulations").
8. In summary, due to the obvious risk of allegations of bias, the said procedural rules prohibit the determination of such applications by a Committee, or sub-committee, or officer of the interested planning authority, if the Member(s) and/or Officer(s) involved are, or have been, responsible for the management of any land or building to which the application relates.

Planning Performance Agreement and Programme

9. The process of pre-application engagement with Qualis has commenced. It has been agreed to pursue a two-phase Planning Performance Agreement (PPA) for the five Epping Town Centre sites proposed for allocation in the Local Plan Submission Version 2017 under Policy P 1 Epping (EPP.R4, EPP.R5, EPP.R6, EPP.R7 and EPP.R8 and site-specific requirements in Appendix 6). PPA's are a project management framework and timetable, which includes Key Milestones for progressing and delivering development of each site by identifying the level of resources and actions required and ensure that all planning issues are properly considered and resolved at the earliest possible stage. Whilst they are not legally binding contracts, they provide a project management tool facilitating co-operation, trust and effective communication between the developer and the decision maker, with the aim of delivering high quality development and ensure prompt, clear and robust decision making.
10. The first phase PPA seeks to agree a strategic approach for the five town centre sites to ensure that the objectives and balance of uses and housing mix across the whole is understood. This PPA has been agreed and identifies a series of meetings through to the end of March 2020 to develop an agreed *Site Strategy – Design and Quality Brief*. This process includes the review of the Site Strategy by the Quality Review Panel on the 20 March 2020.
11. This will establish the framework under which site-specific development proposals can be progressed. It is proposed that planning applications are progressed in parallel for 'land at St John's Road' (EPP.R4), 'Bakers Lane Car Park' (EPP.R7) and 'Cottis Lane Car

Park' (EPP.R6). The second phase PPA will support the detailed site-specific review of design and other planning matters for these first three sites.

12. The programme for this second phase has been agreed and will commence on conclusion of the strategy phase running through to a target planning application(s) submission in December 2020. Thereafter planning determination will be undertaken during Q1 2021. A number of milestones are identified which both parties will need to meet to ensure the programme and target submission date are achieved. The key programme dates are as follows:

- Pre-Application Meetings, Quality Review Panel, Public Engagement – April to November 2020
- Planning Application Submission – December 2020
- Target Planning Committee – March 2021
- Target Planning Decision – April 2021
- Target Discharge of Pre-Commencement Conditions – July 2021

13. This programme has allowed for extensive public engagement in accordance with the Council's adopted Statement of Community Involvement 2019 and includes Development Management Forums, public exhibitions and presentations to Members at both District and Local level. Qualis are to prepare an engagement strategy for agreement with the Local Planning Authority (LPA) in accordance with the Statement of Community Involvement. Four Quality Review Panel meetings have been identified in the programme allowing time for site designs to be presented once for each site and then allowing a re-visit to assess the amendments made. The PPA process also identifies the opportunity to present draft planning applications for review by the Planning Implementation Team to ensure as smooth a determination process as possible on formal submission.

14. Proposed developments at EPP.R5 'Epping Sports Centre' and EPP.R8 'Land and part of Civic Offices' are proposed to follow as planning applications 6 to 9 months later in 2021 and will require a further PPA. It is noted that there is a policy requirement for the site allocation for the Civic Offices 'EPP.R8' requires that a site-specific Development Brief be prepared.

15. Engagement in relation to the Roundhills site proposed for allocation under Policy P 3 WAL.R6 for a minimum of 27 homes has not yet commenced but Qualis are in receipt of the Quality Review Panel report of 12 July 2019 which identified a number of issues which the site design needs to address. The Local Plan Submission Version (LPSV) 2017 Appendix 6 sets out the site-specific policy requirements.

Epping Town Centre Sites Draft Site Strategy – Design and Quality Brief.

16. A draft Site Strategy – Design and Quality Brief has been received and the LPA will work proactively with Qualis to further develop this to an agreed position. The LPA support the principle identified of bringing forward the first three sites (i.e., land at St John’s Road’, ‘Bakers Lane Car Park’, and ‘Cottis Lane Car Park’), against an overarching agreed strategy for all five town centre sites. The uses identified for each site are generally in accordance with the proposed Site Allocations in LPSV Policy P 1 and the associated site-specific policy requirements in Appendix 6.
17. As stated above, all the sites are allocated for development in the LPSV, adoption of which is anticipated at the end of 2020. The LPSV proposes a minimum number of 199 homes across the five Epping sites. There is some potential for an uplift through increased density but this will need to be the subject of further detailed assessment to consider the impact of an increased density on housing mix, provision of amenity space, impact on local residents and other material planning considerations which would be considered through engagement with the Planning Implementation Team in the usual way.
18. The promoter’s most recent proposal includes a very substantial uplift in the number of homes proposed on the five town centre sites; well in excess of the indicative quantum of development proposed in LPSV Policy P 1. However, to date the promoter has not demonstrated that the proposed quantum of development could be delivered on the town centre sites in accordance with the site-specific policy requirements in Appendix 6 of the LPSV. In the circumstances, the public interest demands an exemplar approach to the delivery of development of the highest quality, consistent with the principles of place-making and in accordance with the EFDLP.
19. A key requirement to support the LPSV is the Habitat Regulations Assessment (HRA) 2019 which found that the Plan would be likely to have a significant effect upon the Epping Forest Special Area of Conservation SAC in respect of both atmospheric pollution and disturbance from recreation/urbanisation. An appropriate assessment of its implications for the integrity of the SAC was therefore undertaken. A Mitigation Strategy to address the impacts is required to support the Plan. The Council has agreed an interim mitigation strategy for the impact of recreational pressure on the EFSAC (October 2018). A further visitor survey has recently been undertaken and it is likely that the strategy will be updated in due course. The Council is currently preparing a Green Infrastructure Strategy (the draft strategy is on the Cabinet agenda to agree for consultation) which includes the provision of Suitable Alternative Natural Green Space (SANG). A SANG strategy is also needed to mitigate the full effect of recreational pressure on the SAC. The Council is yet to agree the mitigation strategy with Natural England to address the impact of the proposed growth on the air quality in the SAC.

20. Following the hearings held by the Inspector last year, the Council is working with Natural England to undertake further traffic modelling and air quality modelling to support an updated HRA to take account of the issues raised through the examination as set out in the Inspector's advice note of 2 August 2019 (ED98). The Council has made good progress with this work and the current timetable has an updated HRA to be completed by mid-May 2020. The modelling is however based upon the quantum of development proposed in the LPSV. Development proposals which exceed the quantum of development identified in the Plan will require further Appropriate Assessment under the Habitat Regulations to confirm that there will be no additional likely significant effects on the EFSAC, either alone or in combination with other plans and projects, taking account of its conservation objectives as a European site.
21. In parallel with the Site Strategy – Design and Quality Brief, Qualis are undertaking a Traffic and Parking Survey to understand current use and movement patterns. This will inform the public and private parking strategy adopted across the five town centre sites. However, this is anticipated to be in general accordance with the Site Allocations in LPSV Policy P 1 and associated site-specific policy requirements within Appendix 6. The Allocations require no net loss of public car parking spaces and that residential development should limit the provision of on-site residents' car parking to on-site for car clubs/car sharing or pooling arrangements, visitor parking and blue badge holders. Contributions towards a controlled parking zone will also be sought.
22. From the draft Site Strategy – Design and Quality Brief the following design objectives have been agreed with Qualis which are supported:

Quails Objectives

- *To develop in an economically sustainable manner with a social objective and to create vibrant and healthy communities which protect and enhance our natural, built and historic environment.*
- *To do everything within our power to ensure schemes will be carbon neutral by 2030, in line with the Council's declaration of a Climate Emergency.*

Town Centre Sites Design Objectives:

- *To deliver exemplary and policy compliant schemes, following the emerging local plan policies and National Planning Policy Framework with focus on high quality design and sustainability.*
- *To create successful developments which promote health and wellbeing, culture and leisure, a varied town centre residential offer, and support the existing town centre and its central role in the community.*

- *To deliver integrated architecture and placemaking using high quality specification and material palettes which reflect and take cues from the local setting and vernacular.*
- *To ensure proposals are viable and deliverable while being suitable to their setting.*
- *To preserve the special architectural or historic interest of heritage assets (Locally Listed Buildings) through their retention, sensitive conversion and refurbishment and preserves and enhance the setting of the Epping Conservation Area and Listed Buildings.*
- *To support a network of accessible new and enhanced public spaces, public open space and pedestrian routes in the Town Centre and the provision of high quality leisure and recreational facilities.*
- *To promote travel choices through a sustainable transport strategy which serves the needs of the developments whilst considering the community wide implications and without causing any adverse impact on the Epping Forest SAC.*
- *Set a series of sustainability targets for the key development sites in order to work towards a net zero carbon footprint by 2030.*
- *To target a biodiversity net gain on all developments and preserve and protect existing habitats and protected species, in line with the emerging national policy (Environmental Bill).*
- *To ensure that existing trees are incorporated into the development proposals where possible, and TPO trees are protected and preserved, to avoid the loss of, or damage, to them.*
- *To contribute to the supply of new homes identified in the Local Plan through the provision of mixed and balanced communities which meets local identified need and the requisite affordable housing requirements.*
- *To develop to Inclusive Design Principles: designs will aim to remove the barriers that create undue effort and separation and enable everyone to participate equally, confidently and independently in everyday activities.*

Specific Residential Design Objectives

- *To assess schemes against Building for Life 12 principles: the industry standard for the design of new housing developments.*
- *To meet exemplary development standards: working to key sustainability benchmarks, eg. Home Quality Mark, Passivhaus, BREEAM, as appropriate.*
- *To ensure inclusive homes with all new homes to be built in accordance with Building Regulations Requirement M4 (2) Accessible and Adaptable dwelling standards.*
- *To target all homes to be dual aspect or better, and to meet BRE Daylight / Sunlight guidelines to ensure good daylight and sunlight for existing and new users of the developments.*

- *To target Home Quality Mark rating of 4 star and above, or equivalent, on all new homes.*
- *Limit the provision of on-site residents' car parking to that required to service the essential needs of the development through the provision of on-site for car clubs/car sharing or pooling arrangements, visitor parking and blue badge holders with associated electric charging point and contributions to CPZ's.*
- *All homes to have access to high quality shared and private amenity spaces.*
- *To seek to achieve the emerging local plan policies H 1 and H 2 for housing mix, accommodation types and affordability (40% affordable).*
- *To ensure homes sizes will meet or exceed the Nationally Designed Space Standards.*

23. In addition to the site-specific allocations for each of the sites, proposals will be assessed against a number of policies within the LPSV 2017 as listed here:

- **Policy H 1 Housing Mix and Accommodation Types**
- **Policy H 2 Affordable Housing**
- **Policy E 2 Centre Hierarchy/Retail Policy**
- **Policy E 4 The Visitor Economy**
- **Policy T 1 Sustainable Transport Choices**
- **Policy DM 1 Habitat Protection and Improving Biodiversity**
- **Policy DM 2 Epping Forest SAC and the Lee Valley SPA**
- **Policy DM 5 Green and Blue Infrastructure**
- **Policy DM 6 Designated and Undesignated Open Spaces**
- **Policy DM 7 Heritage Assets**
- **Policy DM 9 High Quality Design**
- **Policy DM 10 Housing Design and Quality**
- **Policy DM 11 Waste Recycling Facilities in New Development**
- **Policy DM 15 Managing and Reducing Flood Risk**
- **Policy DM 16 Sustainable Drainage Systems**
- **Policy DM 18 On Site Management and Reuse of Waste Water and Water Supply**
- **Policy DM 19 Sustainable Water Use**
- **Policy DM 20 Low Carbon and Renewable Energy**

- **Policy DM 21 Local Environmental Impact Pollution and Land Contamination**
- **Policy DM 22 Air Quality**
- **Policy P 1 Epping**
- **Policy D 1 Delivery of Infrastructure**
- **Policy D 2 Essential Facilities and Services**
- **Policy D 3 Utilities**
- **Policy D 4 Community, Leisure and Cultural Facilities**

24. Any subsequent planning permission would be subject to planning conditions requiring some further details to be submitted and approved afterwards and a Section 106 agreement. Any section 106 planning obligation will be subject to the Council's Developer Contributions Strategy that provides guidance on how, what and when planning obligations will be used and the approach to viability for any of the proposed sites to determine the appropriate level of developer contributions to be sought. In accordance with emerging LPSV Policy D 1 Delivery of Infrastructure, the developments must be supported by appropriate on and off-site infrastructure and services as identified through the Infrastructure Delivery Plan 2017 (and take account of the updated IDP currently being prepared – particularly with regard to education and highways). The development will also need to provide the financial contributions and other requirements related to the agreed Mitigation Strategy to address the recreational pressure and air quality impacts on the Forest.