

Programme/Project Brief: Town Centre Regeneration * [Actions delivered to date highlighted in blue text](#)

Programme/Project Lead	Sponsor	Portfolio Lead
Julie Chandler	Nick Dawe	John Philip / Aniket Patel
Sub Project :	Owner:	
Town Centre 'future proofing' - Feasibility		
Vision/Objectives	Scope	Benefits
<p>To create vibrant high streets and town centres of the future across Epping Forest District</p> <ul style="list-style-type: none"> – Ensure proposals reflect the social and economic requirements post Covid-19 and the new opportunities brought by technology, local production and craft. – Work with other relevant projects, and local opportunities for learning, e.g. apprenticeships and career progression, local office hubs, innovation centres. – Make the most of current, skills, aptitudes and knowledge in the local population, that was previously often expended by commuting to London and other cities. – Ensure all initiatives make and do not distort the market allowing others to contribute, thrive and choose the District for their future as well. 	<p>Feasibility study which sets out opportunities and remedies for barriers in relation to;</p> <ul style="list-style-type: none"> • High Streets in Waltham Abbey, Ongar, Loughton, Buckhurst Hill, and Epping • Identification of status(viability) of current and future businesses on the high streets • Widespread consultation with existing and future stakeholders and partners including local businesses, state sector partners, providers of funds and expertise, new companies to area who will anchor developments etc. • Identification of opportunities and removal of constraints and barriers where needed • Review townscapes to ensure right mix of housing, business and new forms of retail enterprise, identifying property and spatial opportunities, e.g. encouragement of footfall. • Vacancy analysis • Options for mixed high street offer – ie. retail, office and residential micro production (NB. overlap with planning on change of use issues). • Attracting new businesses into High Street/ nearby locations including companies exiting 	<ul style="list-style-type: none"> • Vibrant and sustainable high street offer across Epping Forest District • Maximisation of business rate income generation for EFDC • 'Amenities' -Local high streets that are attractive and welcoming • Opportunities for local employment • Local spend and buoyant economy <p>What will be achieved by delivering this?</p> <ul style="list-style-type: none"> • Sustainable town centres and communities

	<p>London, large grocery stores, innovation, micro production and craft</p> <ul style="list-style-type: none"> • Consideration of varied opening times/offer (learning from North Germany, Holland and Canada) • Look at shared space/facilities to maximise benefit and minimise overheads • Consideration of artisan retail opportunities • Do all of the above using a mixed and sustainable economy approach, highlighting opportunities for Qualis and other partners. 	
Aspirational Dates/Key Milestones		Key Risks/Dependencies
<p>High level aspirational dates for delivery and outcomes</p> <p><u>Completed Actions September 2020:</u></p> <ul style="list-style-type: none"> • Studio 3 Ltd contracted to support Town Centre project (funded through Local High Streets budget) <p><u>Waltham Abbey Focus:</u></p> <ul style="list-style-type: none"> • Meeting held with Paula Maginnis (previous Director lead for WA) to ensure no duplication and maximisation of work already undertaken • Appraisal undertaken of vacancy rates in Sun Street and viability of current businesses assessed • Visits made to Town Centre on weekdays, weekends and evenings to assess footfall (and demographics) & market viability • Consultation held with all key stakeholders including WA Town Council, Ward Members, WA Town Partnership, Commercial agents • Assessment undertaken of vacant premises and potential uses 	<p>What potential issues may impact the delivery of outcomes?</p> <ul style="list-style-type: none"> • Support from Planning in respect of current status of vacancies (Health Check) • Support from Town Centre partnerships, Town and Parish councils and umbrella business groups – FSB and Chamber of Commerce • Ability to speak to new partners and businesses around opportunities, relocation and similar • Information needed from Estate Agents re. private Landlords/ interest in properties etc • Car parking data • Shopping census • Business survey • Consultation and work with interested groups to identify opportunities and roles in establishing new High Streets, making the most of those locally that want to contribute • Budget/resources for ‘quick wins’ to smarten high streets up. (Some factitive finance will be needed nut any proposal that does not more than pay for itself is probably a fail). • Budget/resources for ‘quick wins’ to smarten high streets up • Support from Highways Authority for high street improvement programmes 	

- Initial appraisal produced containing SWOT
- Informal survey work commenced with local residents /visitors to Town centre (formal consultation to commence October)
- Waltham Abbey Hub project team established

GENERIC Work:

- Initial assessment undertaken of all Town Centres, with baseline vacancy observed
- Joint work with Digital Innovation Zone (DIZ) led by EFDC Officers – baseline topic paper on Digital High Streets produced
- Major event organised as part of Digital Leaders week on the subject of ‘Can Digital Save the High street?’
- Pilot project being developed to use CCTV to monitor High Street footfall in Epping
- Engagement with National Social Media company on using new tools to boost local trade – event held in EFD in September

Original Timeframe

- October 2020 - Waltham Abbey feasibility study and broad consultation and involvement with current and prospective stakeholders/landowners
- October 2020, Cabinet to approve overall plan, outline timescale and priority order of projects, i.e. Epping, Waltham, Abbey, North Weald, Ongar
- November 2020, Cabinet to approve first stage projects (majoring on Waltham Abbey)
- December 2020, Cabinet, proposals for Waltham Abbey and next stages broader town centre plans (timing to ensure inclusion in Budget and set timeline for actions 2021/22).
- March let projects and initiatives through Qualis and by tender for initial schemes.

- Further lockdown, due to Coronavirus outbreaks in EFD
- Leisure, cultural and educational issues and opportunities

Can reference risk management register – Include

- Urgent appraisal of Vacancy Rate required for all EFD High Streets, by Planning Team

Budget and development fund code	High Level team/Resource requirements	Business Change Needs
<p>Funding for company to undertake study and propose sound, economically tested options; DDF item 100 – Local High Streets Fund £35,000 in 2020/21 for initial study £65,000 in 2021/22 for delivery across key locations</p>	<p>What resources are required to deliver the outcomes?</p> <ul style="list-style-type: none"> • External company to undertake initial feasibility study • High level project management team • Support ‘on the ground’ – partners and respective EFDC colleagues • Officer time to liaise with commercial and community tenants; • Specialist experience, capital provision and other assistance as options develop from Qualis and other sources. 	<ul style="list-style-type: none"> • Support needed from Planning team in relation to town centre business health check • Links to Safer Spaces workstream • Liaison with Directors re. Town centre work undertaken • A public minded, entrepreneurially driven approach

Programme/Project Brief - Digital Gateway for Place

Programme/Project Lead	Sponsor	Portfolio Lead
Julie Chandler	Nick Dawe	John Philip / Holly Whitbread
Sub Project:	Owner:	
Digital Engagement & Gateway	Qualis?	
Vision/Objectives	Scope	Benefits
An externally provided platform for 'Place' that will re-imagine Epping Forest District as a great location to live, work and do business.	<p>Platform for;</p> <ol style="list-style-type: none"> 1. On-line information 2. On-line business building 3. On-line trading programme 4. On- line community building 5. On-line transaction and settlement 6. On-line bookings 7. On-line info. re. employment and skills 8. On-line health and wellbeing? <p>NB. Links to EFDC and other public sector websites and information. Other aspects to be added to the site as it develops.</p> <p>What should it not include? (Out of scope)</p> <ul style="list-style-type: none"> • Duplication of information and services already provided via private sector and Council 	<ul style="list-style-type: none"> • Local businesses will be able to grow both online and local/High Street trading and services. • The Council will be able to proactively drive and support economic and socio-economic recovery across the district. • Opportunities will be available to build social capital, crowd funding etc. • Council will procure local services and trading/contracts as the first option. • Provision of a 'one stop shop' for local business and community information. • Qualis will be enabled to establish appropriate gap with EFDC especially in respect of news and other placement approaches • The platform should increase local activity but reduce journeys and general environmental impact
Aspirational Dates/Key Milestones		Key Risks/Dependencies
<p>September:</p> <ul style="list-style-type: none"> • Project scoped and diagrammatic visual produced • Met with Qualis IT lead and EFDC IT lead to brief 		<ul style="list-style-type: none"> • Qualis ability to be involved in the design and development of the gateway • Internal capacity to meet aspirational dates • External capacity to meet aspirational dates • Procurement of suitable company to deliver on the key objectives for the platform

<ul style="list-style-type: none"> • Four preliminary meetings held with National/International Tech partners. Three of which have been happy to progress to further discussions with their implementation teams. • Two meetings held with wider implementation teams, who are currently delivering projects which are part of this scope. • Ability to monetise platform discussed with potential providers and ideas on this generated. <ul style="list-style-type: none"> • 11th September '20 - Outline Business Case for Cabinet? • 18th September - Full business to Cabinet 18th? • 16th October '20 - Commence development from 16th October? • January 2021 - Launch minimum viable product (MVP)? 	<ul style="list-style-type: none"> • Cost of design and development could be prohibitive • Viability of local businesses over period of development of platform • Individual website elements/content being managed (separately) needs to ensure information up to date • Council does not have capacity to manage platform content for EFDC <p><u>Sept/Oct</u></p> <ul style="list-style-type: none"> • Comment received on concern about the scale, scope and ambition of the EFD project and cost/timescale of delivering a project of this size • Any approach will need to be incremental – Minimal Viable Product initially. • Risk that partners may not wish to engage in a joint venture • Risk to potential external partners in terms of time frame and build and development costs, without assurance on income in short and medium term. 	
Budget and development fund code	High Level team/Resource requirements	Business Change Needs
<p>Capital Budget: Initial system build £100,000 (non FBC) Legal £30,000 (Limited till FBC)</p> <p>Revenue Budget: Hosting £40,000 Content Reviewer £60,000</p> <p>Income: Expected £100,000</p>	<ul style="list-style-type: none"> • Qualis ownership and oversight • Qualis Lead for management of system and provider liaison • Initial Lead Officer negotiation – EFDC • EFDC IT advice support in relation to design/ development of platform • Project Management - ongoing during development phase and through to launch (EFDC) • Business liaison throughout development (EFDC) • EFDC content and PR management – ongoing – (EFDC) 	<ul style="list-style-type: none"> • EFDC procurement/contract opportunities to be publicised on platform – Procurement Team • Internal IT support to content management • PR allocation to manage EFDC content and publicity – PR Team • Economic Development Team refocus to undertake business liaison and broker potential collaboration • Housing – promotion of sheltered accommodation and other housing options?

	<ul style="list-style-type: none"> • EFDC – internal organisation/management of information 	<ul style="list-style-type: none"> • Community Safety/Resilience/Police - hub delivery promotion • EFDC Building Services promotion • Waste Collection notifications /changes etc. Promotion of assisted collections • Parking – booking and payment facility • Facilities Management – opportunities for external services • Community – promotion of local initiatives; health & wellbeing; Community Champions; Voluntary Sector services <p>What change is required in business processes? What support do you require from other parts of the business? What communication and Change support is needed?</p>
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Sub Project :	Owner:	
Gazetteer	EFDC	
Vision/Objectives	Scope	Benefits
<p>The Council will have a complete list and understanding of all business activity across the district.</p>	<p>Produce a list of all businesses complete with location and business type across the district. Enable this list to be auto updated</p> <p>Produce an accurate location-based mapping layer of all businesses including business type across the district and enable auto updating as and when businesses close and new businesses are started.</p>	<ul style="list-style-type: none"> • Will enable business intelligence to be available for Leadership Team, Councillors and Residents • Has commercial use applications as the information contained is financially valuable to internal/external businesses large and small • Identification of key business location data including types of businesses

		within a Street, Parish or Town Council area
Aspirational Dates/Key Milestones		Key Risks/Dependencies
October '20 – Gazetteer information complete	<ul style="list-style-type: none"> • Key NNDR data not included at present • GPDR limitations • Not all systems within the council talk to each other which reduces quality of data produced. • Widespread use of mapping layers needs to be promoted across EFDC • Staff to maintain and manage Gazetteer. 	
Budget and development fund code	High Level team/Resource requirements	Business Change Needs
Within existing resources	<ul style="list-style-type: none"> • Collation and inputting of data • Maintenance and management of data 	<ul style="list-style-type: none"> • Use of descriptive text for all EFDC business eg. NNDR

Programme/Project Brief – NWA – Business Zone * [Actions undertaken to date, in blue ink](#)

Programme/Project Lead	Sponsor	Portfolio Lead
Julie Chandler	Nick Dawe	John Philip / Aniket Patel
Sub Project:	Owner:	
Enterprise Zone	EFDC?	
Vision/Objectives	Scope	Benefits
<p>To create a business zone on land to the East side of North Weald Airfield, that will provide;</p> <ul style="list-style-type: none"> • A substantial range of employment opportunities for people of all ages • facilities for business start-ups and sole entrepreneurs • Opportunities for companies involved in distribution and light industry 	<ul style="list-style-type: none"> • Mini- Enterprise Zone initiative (Merlin Way- East) to be developed in alignment with North Weald Airfield Masterplan • A potential site to compete with neighbouring areas, for jobs, revenue and investment • Disused land to the East of North Weald Airfield. Plus, potential for EFDC to purchase adjacent agricultural land currently in use. • Consideration of EFDC via Qualis to build and develop enterprise zone, or for the land to be leased to an external provider for this purpose. 	<ul style="list-style-type: none"> • Opportunities for local employment (including for existing, and new residents located on the proposed new North Weald housing area). • Long-term revenue income stream for EFDC from leases and business rates • Greater economic viability for the district
Aspirational Dates/Key Milestones		Key Risks/Dependencies
<p>September:</p> <ul style="list-style-type: none"> • Meeting held with Planning team re Masterplan • Officers currently consulting internally to confirm if other council assets have earmarked alternative proposals for this site, and if this is the case whether these alternative uses would have a greater priority than this. <p>December 2020 – Initial work to commence on feasibility January /February 2021 – Feasibility negotiation and development to include potential purchase of agricultural land</p>		<ul style="list-style-type: none"> • Internal officer capacity to meet aspirational dates • External companies’ ability to meet aspirational dates • Completion of Masterplan exercise and respective development limitations • Ability to purchase adjacent agricultural land • Revenue capacity for initial architectural/other costs • Capital funding available to purchase land • Capital funding available to undertake building construction works

<p>March 2021 – Options appraisal completed April 2021 -Cabinet decision on best option May 2021 – Commence with tender process for initial architectural / design work July 2021 – Cabinet decision on design July – ongoing – Appointment of commercial agents and marketing of site/facilities August 2021 – Finalisation of design & layout September 2021 – Cabinet decision on final plans October 2021 – Commence tender process for building construction</p>		
Budget and development fund code	High Level team/Resource requirements	Business Change Needs
<p>Revenue: £25,000 Consultant to undertake initial feasibility and options appraisal work</p> <p>Further revenue and capital costs to be brought forward in subsequent reports</p>	<ul style="list-style-type: none"> • Senior LT resource • Partnerships Specialist • Planning resource • Legal resource • Procurement resource • Qualis? • Turner Townsend? • Project Management - ongoing during development phase and through to launch (EFDC) • Business liaison throughout development (EFDC) 	

Programme/Project Brief: Accommodation Review - Commercialisation of Civic Offices / Local Offices - [Action Update in blue Text](#)

Programme/Project Lead	Sponsor	Portfolio Lead
Julie Chandler	?	Leader of Council?
Sub Project :	Owner:	
Civic Offices - Commercialisation	Andrew Small	
Vision/Objectives	Scope	Benefits
To establish the Civic Offices as a viable business and community hub, which generates a sustained income stream for the Council. This also overlaps with the office local project and the high street reliance initiatives	<ul style="list-style-type: none"> Commercialisation of the second floor offices with lease of space to one tenant on the basis of an empty Lease. Commercial Lease of Café space. Securing Essex Library Service and Registrar Service as a permanent tenant on the Ground Floor Securing VAEF collaboration on the basis of desk rental or regular office space Investigating CCG use of desk space within the building Organising a Marketing Plan for the Conference Room/ meeting suite Identifying and applying a Bookings Management System for the conference suite <p>What should it not include? (Out of scope)</p> <ul style="list-style-type: none"> Management of EFDC accommodation within the building 	<p>What are the benefits in delivering the vision?</p> <ul style="list-style-type: none"> Provision of a viable and sustainable Council owned building on the High Street Generation of c£350,000 income per annum through business Leases and facility bookings Facility for EFDC staff and services to be on-site on agile working basis Co-location of community services <p>What will be achieved by delivering this?</p> <ul style="list-style-type: none"> Excellent Customer Services all on one site in a multi-agency facility
Aspirational Dates/Key Milestones		Key Risks/Dependencies
<p>September / October:</p> <ul style="list-style-type: none"> Visits hosted at Civic Offices for prospective Community tenants; Library and Vol Sector. Potential Commercial tenants identified by officers. 		<p>What potential issues may impact the delivery of outcomes?</p> <ul style="list-style-type: none"> Delays in completion of refurbishment works Delays in securing tenants for second floor and café

<ul style="list-style-type: none"> • Four companies scheduled for visits (2 x completed) to view second floor premises. • Commercial Agents appointed – Joint agency – Savills and Derrick, Wade Waters. Final Heads of Terms in progress. • Marketing Plan due to be launched w/c 5th October for both Second Floor and Café space • Negotiations with ECC Libraries Service and Facilities/Estates management in progress (Potential link to ECC building in St John’s Road re. Asset swap) • Officers investigating alternative space to transfer ECC services to that currently located within ECC St John’s Road offices <p>High level aspirational dates for delivery and outcomes</p> <p>30th November 2020 Marketing in place for Conference Suite and bookings being taken for March 2021 onwards</p> <p>February '21 - Commercial space Let - Café operational Key committee dates/meetings ?</p>	<ul style="list-style-type: none"> • Inability to agree rental/lease costs with commercial/community agencies • Lack of bookings for conference suite/rooms due to covid concerns • A further lockdown due to Covid outbreaks (local/national) <p>Can reference risk management register - Include</p>	
Budget and development fund code	High Level team/Resource requirements	Business Change Needs
<p>Agents - for commercial leases c£25,000 yr 1 of lease for second floor c£5,000 yr 1 of café lease</p> <p>Installation of private space dividers £3,500 – VAEF and Registrar service</p> <p>Conference Suite</p>	<ul style="list-style-type: none"> • Lead officer to negotiate with Commercial Agents • External Agents to market facilities and organise lease info • Officer time to liaise with commercial and community tenants; 	<p>Management of leasehold and other community tenants within building, plus concierge/reception provision</p> <p>What support do you require from other parts of the business?</p> <ul style="list-style-type: none"> • Support needed from Estates team in relation to lease agreements and processing;

<p>Marketing - unknown Booking system - unknown</p> <p>Where does budget come from? Agents – Lease income in year 1 Space dividers – Accommodation project Conference suite costs – Accommodation Project</p>	<ul style="list-style-type: none"> • Officer time to identify and procure conference/meeting suite bookings management system including IT rep. • Ongoing management of bookings for above 	<ul style="list-style-type: none"> • Support from Facilities Management (and Michael Turnbull) re. refurb options • IT support in respect of conference suite booking system • PR support for marketing of conference suite • Customer Services support re. services for tenants
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Programme/Project Brief for Local Business Suppliers

Programme/Project Lead	Sponsor	Portfolio Lead
Kim Durrani, Supported by: James Warwick, Shane MacNamara	Nick Dawe	Cllr Nigel Avey
Sub Project :	Owner:	
Vision/Objectives	Scope	Benefits
To recognise the broader economic and well-being impact of existing local businesses and attract new businesses to the area. - Ensure contracts are explicit around the provision of local job opportunities and/or apprenticeships. Ensure terms and conditions (e.g. faster payment) recognises local business by scale and location of head office. Ensure lot size for contracts and/or preferred provider/contractor list contains a minimum of two local companies	Review Council’s Procurement Strategy and Rules and identify appropriate changes that are permissible to encourage use of local suppliers. Create local T&Cs to encourage local supply chain use and create opportunities locally, e.g. social value and encourage local sub contractors.	Support growth within the District and the sub region, Low carbon impact by using local products and suppliers
Aspirational Dates/Key Milestones		Key Risks/Dependencies
<p>Service Manager Contracts and Team Manager Procurement and Contracts developing: Procurement Strategy update to be presented to Cabinet in 3rd December 2020. Procurement Rules being updated to reflect the changes.</p> <p>Update end of September:</p> <ul style="list-style-type: none"> • First draft of Procurement Rules updated completed, and focuses on use of local suppliers, onus on procuring officers to include a certain number of local suppliers in the tender process, ideas on scoring/assessing tenders that comply with national procurement rules and at the same time encourage use of local suppliers, • First revision of Procurement Strategy completed, • Procurement and Contract Officer Working Group reviewed the changes and are in support, 		<p>Legislation may not allow as much weightage to local suppliers and we would like,</p> <p>Impact of Covid-19 on suppliers may mean tougher competition in the market place which could go against local suppliers</p>

<ul style="list-style-type: none"> Once agreed the new Rules will result in updating Procurement Check List and Tender Templates. 		
Budget and development fund code	High Level team/Resource requirements	Business Change Needs
If procurement criteria are set correctly then favouring local suppliers should not result in a higher cost of good or services	Review of Procurement Rules to identify opportunities	In line with Council vision of recovery of local economy

Programme/Project Brief for Sustainable Transport/Travel Local

Programme/Project Lead	Sponsor	Portfolio Lead
Kim Durrani Supported by Stephen Lloyd Jones	Nick Dawe	Cllr Nigel Avey
Sub Project :	Owner:	
Vision/Objectives	Scope	Benefits
<p>To provide local travel options for more distant villages and towns off the underground route and thereby support local training, employment and shopping, build upon small travel buddle concept from Covid-19 together with sustainable transport options. Increase local transportation at no extra cost than current fares and existing bus subsidies.</p> <p>To deliver an attractive and cost-effective replacement for EFDC/ECC-subsidised route 87 bus (due to cease 12/20 due to low and declining usage, both pre- and during Covid crisis)</p> <ul style="list-style-type: none"> – Design and deploy a (trial) service from Jan 2021 that makes use of modern technology and trends in the bus industry, such that new users are attracted and current users not left out – Operate in a covid-secure way throughout – Continue to serve key areas of employment, tube links and retail (eg EF Retail Park) – Link the service to EFDC’s staff travel needs to support travel plan and redevelopment of Civic Centre (loss of car parking) 	<p>Facilitate, create and encourage sustainable transport, active travel across the District with particular focus on connecting rural communities</p> <p>This will include Staff and Visitor Travel to Council Offices, greener means of public transport and encouragement to reduce reliance on single passenger car journeys.</p> <p>Work with Essex as a Transport Authority to trial a Demand Responsive Transport (DRT) service which will link some of the current Bus Route 87 communities. Provide a sustainable travel alternative to NHS and key workers as well as residents.</p> <p>Facilitate journey planning for bike, walk and cycling.</p> <p>Focus on Covid-19 recovery initiatives and explore use of individual taxis that could be shared by those who can safely shield,</p> <p>Key points:</p>	<p>A DRT service along the current route of Bus No 87 to include a travel solution for staff, key workers and residents will reduce reliance on car, improve feasibility for use by residents and partners, if DRT is proven to be successful it could be rolled out to other parts of the District,</p> <p>Any move away from single car journey will help the wider environment and greatly benefit the air quality challenges faced by Epping Forest.</p> <p>Success will mean an increased opportunity for greener sustainable travel for staff, residents and visitors</p> <ul style="list-style-type: none"> • Increased patronage will take cars off the roads, supporting air quality and climate change/sustainability agendas • Demand-led stopping and cashless operation will potentially decrease journey time

<p>Explore extension/change of the service to support the needs of other large employers en route, especially NHS staff at PAH & St Margaret's hospitals</p>	<ul style="list-style-type: none"> • Geography – current 87 route +/- minor changes (EF Retail Park – Loughton – Epping- Epping Upland – Staple Tye – Harlow central • Key worker commuters living or working along 87 route (Regulation may mean we have to adopt a closed group membership model) • Current operating hours to shift towards commuting – to include early morning runs for key workers, possibly losing some mid day runs • Service must accommodate most or all of the following: pre-booked passengers only to ensure covid carriage rules applied; online or phone based pre-booking; cashless operation (contactless/online banking/app payment); app or web based location/live arrival time available; “Stop where safe” is allowed en route, not just at current bus stops, but bus will not detour down back streets <p>Demand Responsive early peak service (eg 6-30am to 8-30am), timetabled rest of day</p>	<ul style="list-style-type: none"> • Prove DRT as a future model, to include linking rural areas to larger settlements • Support Epping Forest Community Transport who we and ECC regard as a valued and professional transport operator • Support key workers’ commuting in a covid-secure way – earlier starts vs 87 key to NHS • Help address ‘transport poverty’ especially younger key workers struggling to afford/run a car during current economic conditions • Attract previous non-bus users via modern booking, location tracking and payment technologies <p>Gain kudos with ECC and other regional and national influencers and enhance the image of EFDC as a forward-looking authority</p>
<p>Aspirational Dates/Key Milestones</p>		<p>Key Risks/Dependencies</p>
<p>Service to be operational from Jan 2021, preceded by a communications campaign December to local communities and within NHS and EFDC staff groups</p> <p>ECC bus team is on board with proposals in principle (Arriva/ECC will definitely not fund and run current 87 after 12/20)</p>	<p>Financial business case may not be viable due to reduced uptake resulting from risks around Covid-19</p> <p>Update at end September:</p> <ul style="list-style-type: none"> • EFCT resources may be stretched and need support – for example, some vehicles declared off road and drivers furloughed due to crisis • NHS support, including communication to staff is key 	

Epping Forest Community Transport agreed as viable operator for trial service

Scoping discussions on the service (timetable/fare structure) & costs are still ongoing; some support/funding may be required (eg new ticket machines to accept contactless, pay for extra passenger functionality on the Flexiroute software used by EFCT)

Targeted marketing campaign to be designed to educate and 'sell' residents on the transition from a traditional bus service to DRT

NHS and EFDC internal comms campaigns needed to secure early usage, potentially including subsidising early trips/staff discount

Completed Actions September 2020:

- Initial socialising of concept with ECC bus team
- Staff postcode analysis of EFDC shows up to 100 live en route
- Senior level buy-in for DRT at PAH/NHS (although yet to release staff home location data – *our legal team confirm full postcode is not in itself personal data for GDPR as 20+ homes covered*)
- It appears EFDC has the legal authority to run local transport services however depending on the type and nature specific permissions may be required from the Transport Commissioner,

- Regulatory clarification needed: recent High Court judgement about community transport operators taking paying passengers needs to be carefully considered.
- On present knowledge, a 'Section 19' license would allow paying passengers to be carried but only on a closed group/membership basis which could be based on employer (NHS, EFDC, Harlow Council) and/or geography (eg Epping Upland parish residents)
- A 'section 20' license would enable the public to use the service, but is subject to a potentially lengthy and risky registration process with the Traffic Commissioners office
- 'Abstraction' risk – this service could be judged to take passengers from commercial routes, but as their routes into Harlow are to the east and this would enter via Epping Upland/Staple Tye, this may not apply
- If EFDC or Epping Forest Community Transport is to run a service then Operators Licence may be required, if in competition with the private providers it could cause issues with the Transport Commissioner, this is being explored.

Budget and development fund code	High Level team/Resource requirements	Business Change Needs
<p>Current subsidy to Essex for Bus Route 87 would be stopped and used to trial a DRT route to facilitate travel of staff as well as some partners and residents</p> <p>Awaiting full costings to run service</p>	<p>In house resources and support from ECC, bus operators</p> <ul style="list-style-type: none"> • Tech expertise for EFCT (all appears in hand) 	<p>DRT is totally new concept to EFDC. An external partner is required to run and manage.</p> <ul style="list-style-type: none"> • Links to Sustainability, air quality & planning teams

<p>Ancillary costs may be incurred (eg software upgrades/licenses, new ticket machines to accept contactless payment) Marketing campaign geodemographically targeted, costs tbc (and only applies if 'section 20' license)</p>	<ul style="list-style-type: none">• Media buying and design agency for campaign• Mosaic segmentation/targeting tool made available to SLJ	<ul style="list-style-type: none">• A public minded, entrepreneurially driven approach
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Programme/Project Brief for Climate Emergency Actions

Programme/Project Lead	Sponsor	Portfolio Lead
Nick Dawe	Nick Dawe	Cllr J Philip and Cllr N Bedford
Sub Project :	Owner:	
Vision/Objectives	Scope	Benefits
To be an enabler for achieving climate change ambitions of the Council of being carbon neutral by 2030 and to ensure impacts of growth in the District are mitigated.	Develop a cross service Climate Action Plan for EFDC. Identify owners responsible for delivery of the Action Plan.	Delivery of the Action Plan will ensure the Council can achieve its objectives through the declaration of a Climate Emergency. By changing the way services are provided, goods and materials procured; requirements for development in the District through the planning process are secured e.g through implementation of the sustainability guidance the Council can lead the way in reducing the carbon foot print Ensure that the Air Pollution Mitigation Strategy is delivered to enable development as identified in the Local Plan is brought forward.
Aspirational Dates/Key Milestones		Key Risks/Dependencies
Climate Action Plan to be adopted by Cabinet in Spring 2021		Climate Change Officer starts on 14 September 2020 and will lead on the development of the Climate Change Action Plan. This project has therefore only just commenced but with short-term objectives and actions being currently identified and being brought back to Cabinet for discussion in November.
Budget and development fund code	High Level team/Resource requirements	Business Change Needs

There is budget provision for sustainability initiatives.	Climate Change Officer working closely with the Sustainable Transport Officer and with colleagues in the Implementation Team	To achieve Climate Emergency aims and improve air quality in Epping Forest SAC
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Project Brief - Local Skills and Opportunities

Programme/Project Lead	Sponsor	Portfolio Lead
Julie Chandler	Andrew Small	Cllr S Kane
Sub Project :	Owner:	
Local Skills and Opportunities	Paula Maginnis	
Vision/Objectives	Scope	Benefits
<p>In Epping Forest we have seen an increase in unemployment</p> <p>August 19 – 1345 unemployed August 20 – 5045 unemployed An increase of 275.1%</p> <p>The objective of this project is to maximise employment and training opportunities to lessen the negative impact of Covid 19 on our residents</p>	<p>High Level - in scope;</p> <ul style="list-style-type: none"> ▪ Government schemes, Kick Start, Trainee Schemes, internships ▪ Apprenticeship Programmes ▪ Volunteering schemes ▪ Work ready/new skills/resilience ▪ Developing a resources hub (on line platform) ▪ Working with partner organisations, specifically the NHS, Essex, DWP ▪ Working with local businesses including those leading infrastructure projects within or local to the district ▪ Accessing funding streams ▪ Data collection <p>High Level – out of scope</p> <ul style="list-style-type: none"> ▪ Town Centre Development ▪ Specific Economic Development Projects ▪ EFDC apprenticeship scheme 	<p>Increase in training and employment opportunities</p>
Aspirational Dates/Key Milestones		Key Risks/Dependencies
<p>September</p> <ul style="list-style-type: none"> ▪ Place NHS Academy links on EFDC website – completed ▪ Expression of interested submitted to be a Kick Start Intermediary – completed 		<p>Dependencies</p> <ul style="list-style-type: none"> ▪ Economic Development Projects including a resources hub ▪ Town Centre Development

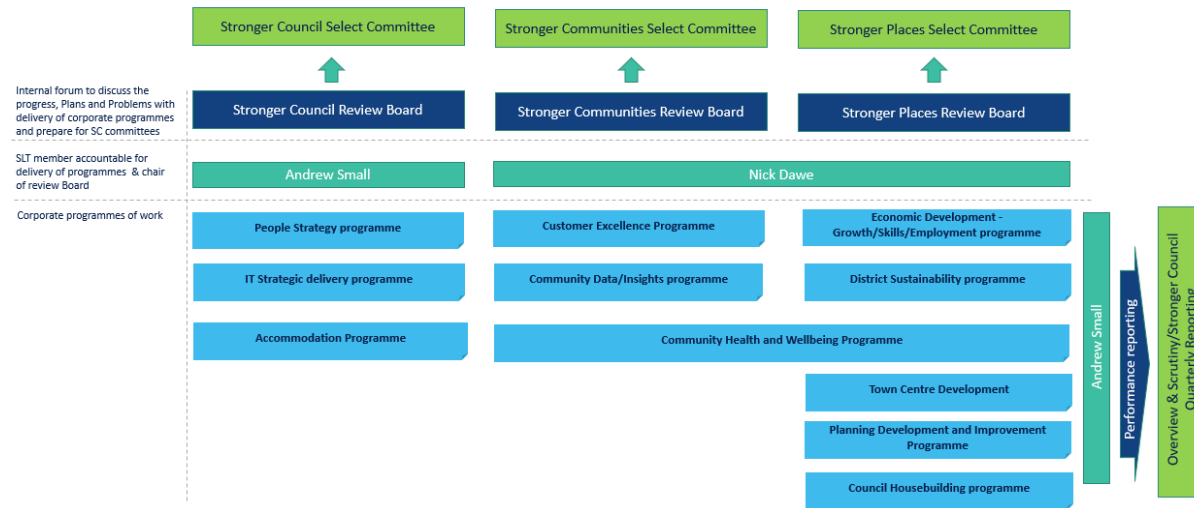
<ul style="list-style-type: none"> ▪ Links to the National Career Service on EFDC website – completed <p>October</p> <ul style="list-style-type: none"> ▪ Volunteering information updated on Council website - on track ▪ Work with Harlow and Uttlesford on a West Essex Programme (subject to member agreement) – on track ▪ Complete Business Case for an on-line platform to support our residents, Kickstart Placements, Apprenticeship and Businesses – on track ▪ Continue links with NHS <p>November</p> <ul style="list-style-type: none"> ▪ Implement Kick Start Programme – on track ▪ Implement platform (subject to member agreement) ▪ Consider implementing a virtual jobs fair <p>December</p> <ul style="list-style-type: none"> ▪ Complete scoping exercise for apprenticeship programme ▪ Scoping exercise to explore funding streams for training and employment opportunities 	<ul style="list-style-type: none"> ▪ EFDC Apprenticeship Scheme <p>Risks</p> <ul style="list-style-type: none"> ▪ Local Government Reform – Devolution ▪ Economic Development Team - staff capacity ▪ Budget ▪ Key staff leaving 	
Budget and development fund code	High Level team/Resource requirements	Business Change Needs
<p>Budget requirements will be identified at budget setting times. No budget has been allocated at this stage.</p> <p>On-line platform could cost between £30,000 - £60,000 depending on the functionality and whether costs are shared across a West Essex Programme</p>	<p>Staff to work on the various projects to deliver them for residents of the District</p>	<p>A focus of support towards Covid Recovery projects throughout the Council.</p>

There maybe a requirement for additional financial resources to support the Kick Start Programme which will become clearer as we move through the project and/or work as a West Essex Programme

Programme and Project Management Arrangements : Overall Approach

In addition to the Covid recovery projects, work has been progressed to scope the Corporate Programme and projects within the council. This will provide us with the baseline for delivery and benefit realisation, ensuring we are monitoring progress of this and contribution towards the financial plans. As there are limited resources and capacity within the council this will also allow us to align the work we are doing to the priorities within the corporate ambitions.

Each programme will have a clear brief, with defined benefits and a milestone plan which will be reviewed and discussed on a monthly basis and key information and decisions taken to the relevant select committees. The performance of all programmes will be reviewed under the Stronger Council agenda item of Stronger Council. Programmes will be led by a director enabling Corporate Performance management to be aligned with individual performance management.



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

Stronger Communities Programmes and Projects, (SRO Nick Dawe)
<p>Community Health and Wellbeing Programme</p> <p>Lead officer: Jen Gould</p> <ul style="list-style-type: none"> ▪ Community health and wellbeing project (Pilot in WA and Ongar) ▪ Review and Rationalisation of Epping Forest Museum Collection
<p>Customer Excellence Programme</p> <p>Lead Officer: Rob Pavey</p> <ul style="list-style-type: none"> ▪ Fix the Basics ▪ Customer Culture Development ▪ Digital customer journey ▪ Partnership hub ▪ Digital Payments ▪ Digital Members journey ▪ Integrated website
<p>Community Data/Insights Programme</p> <p>Lead Officer: Rob Pavey</p> <ul style="list-style-type: none"> ▪ Research and feasibility recommendations
Stronger Place programmes and projects (SRO Nick Dawe)
<p>Community Health and Wellbeing Programme</p> <p>Lead Officer: Jen Gould</p>

- Private Sector letting initiative
- Sheltered Housing review
- Telecare offering review

Council Housebuilding Programme

Lead Officer: Deborah Fenton

- Council Housebuilding project
- Housing and Asset Management system
- Service Charge Review/Great Place to live

District Sustainability Programme

Lead Officer: Kim Durrani/Alison Blom-Cooper

- Climate Emergency actions
- Strategic Alternative areas of natural growth
- Sustainable Transport

Planning Development and Improvement Programme

Lead Officer: Nigel Richardson/Alison Blom-Cooper

- Digital Planning Process Improvement and digital solution
- Local Plan

Economic Development

Lead Officer: Julie Chandler

- Digital Enablement and Gateway
- Enterprise zone
- Feasibility on Epping Forest cultural and community hub
- Local Business and Suppliers

- Local Skills and Opportunities
- Office Local
- Travel Local

Town Centre Development

Lead Officer: Julie Chandler

- EFDC Investment Assets
- Epping sustainable growth
- North Weald sustainable growth
- Ongar sustainable growth
- Waltham Abbey sustainable growth
- Safer Spaces
- Leisure Management contract
- Waste Management contract

Stronger Council Programmes and Projects, (SRO Andrew Small)

Accommodation Programme

Lead officer: Sacha Jevans

- Refurb and AV
- Accommodation Commercialisation
- Corporate print solution
- Travel Plan
- Ways of working

IT Strategy Programme

Lead Officer: Paula Maginnis

- ICT Restructure
- Business Application review
- Cyber security review
- Service Management Project
- Mobile Phone project
- Infrastructure refresh project
- Flexible and Remote working
- Device, Desktop and Laptop strategy

People Programme

Lead Officer: Paula Maginnis

- Attracting, Onboarding and Retaining talent project
- Developing our skills and behaviours project
- Engagement and Wellbeing project
- High Performing and Flexible workforce project
- Internal Policy and process improvement project